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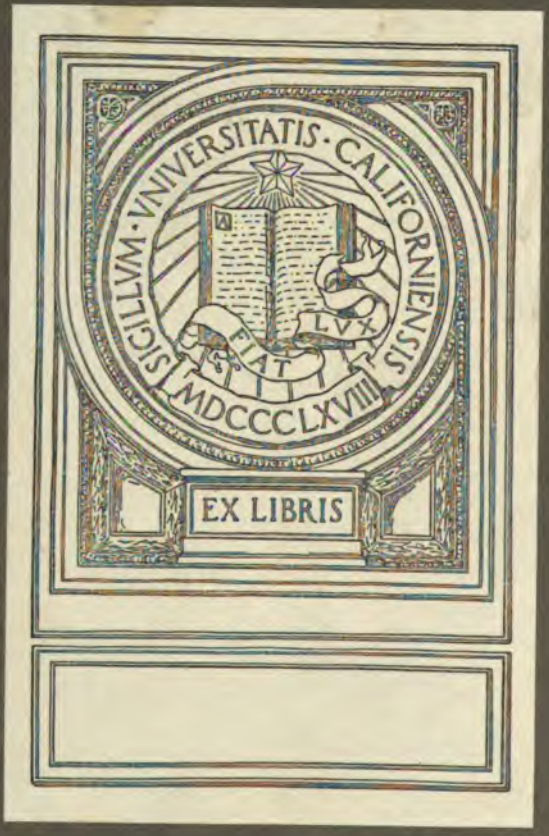
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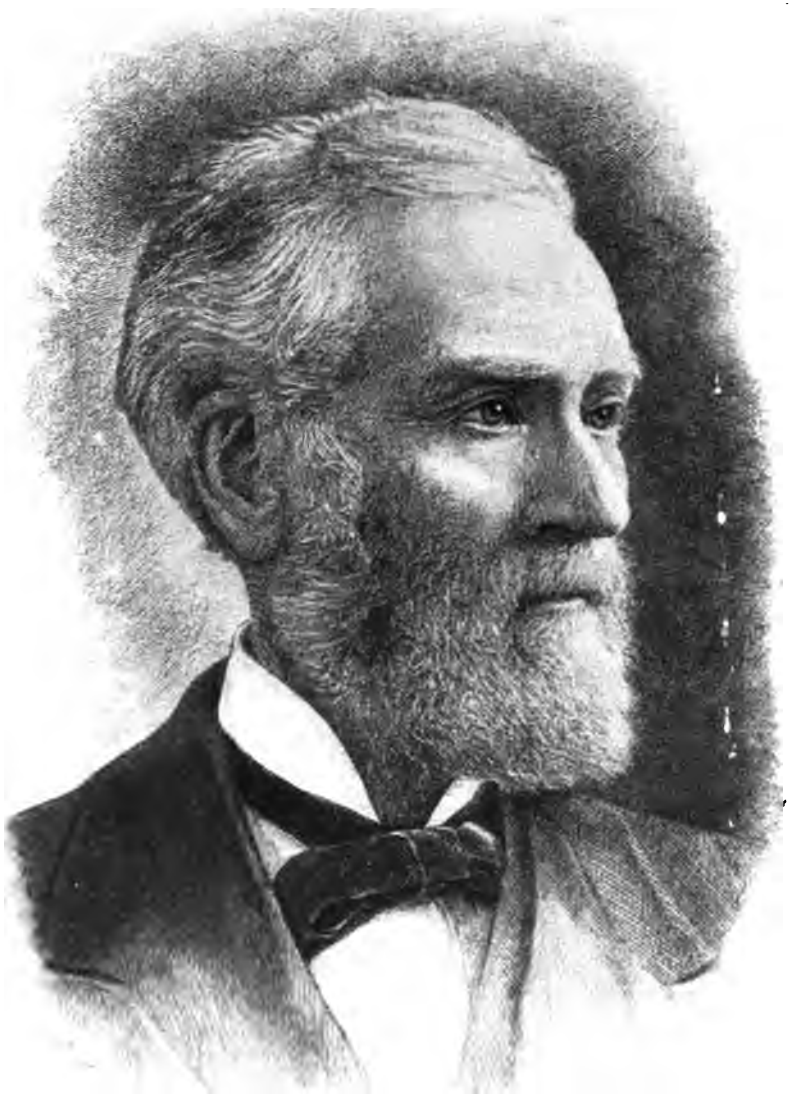

I want the Tribune to continue to be after I am gone as it has been under my direction: an advocate of political and moral progress, and in all things to follow the law of Common Sense. I desire the Tribune as a party organ, never to be the supporter of that party which sought to destroy the American Union or that exalts the State above the nation.

Joseph Medill

UNIV. OF
CALIFORNIA

The W·G·N

A handbook of newspaper administration, --editorial, advertising, production, circulation, --minutely depicting in word and picture, "how it's done" by the world's greatest newspaper

Published by The Chicago Tribune
in commemoration of its
Seventy-fifth Birthday
June Tenth=Nineteen hundred twenty-two

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The Tribune Company

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The W. G. N.

THREE hundred and sixty-five mornings each year The Chicago Tribune is delivered to hundreds of thousands of readers. Without apparent effort it appears afresh each morning telling what the world has been doing during the preceding twenty-four hours — illustrating the report with photographs and drawings — enlivening it with cartoons — offering features both entertaining and instructive.

Each day's Tribune contains far more words than the average book — involves greater problems of typography and make-up — and must be distributed to hundreds of readers in thousands of towns and cities before its ink is quite dry.

This book is designed to picture the machinery which makes possible such a spectacular accomplishment — steam, steel, timber, electricity, brawn, brains, skilled hands — all closely co-ordinated and driven every minute toward the daily rebirth of The Chicago Tribune. Preceding this analysis of The Tribune as it is today is a historical sketch.

1849

THE PAST

A brief history of the World's Greatest Newspaper; its influence in the political, social and economic development of Chicago and the Central West.

UNIV. OF CALIFORNIA

History of The Chicago Tribune

THE CHICAGO TRIBUNE made its appearance on June 10, 1847. The office was a single room in a building at Lake and La Salle streets, southwest corner. The first edition, four hundred copies, was pulled on a Washington hand press, worked by one of the editors.

> ". . . but with every stroke of the lever was annealing the substructure upon which was erected the power and influence that has not alone decided the fate of this city, but of the nation. From The Tribune, that had such an humble origin, have been uttered dicta that have controlled the destinies of parties and individuals of prominence in the country, and infused the people with that patriotism which bore such glorious results in the internecine contests."

So speaks an historian of some thirty-five years ago, when the Civil War was still a part of the lives of the men of that time, and the most important national issue the United States had known. It is a little difficult for the reader today to visualize the men and events of the past century; we are accustomed to regard the newspaper as a business institution, short lived as are the great businesses of our day in point of their past. We are accustomed to think of big newspapers, and The Tribune, as current as the linotype, the giant presses, and the mechanical wonders that make them possible. It is our habit to identify them as things of *Today;* almost never do we regard them as a part of history. Consider this item: that some six decades ago, The Tribune was as much of a living voice as Lincoln! Today, Lincoln "belongs to the ages." This morning, The Tribune appears less than twelve hours old. The story of The World's Greatest Newspaper is in part the story of our country, interwoven with the lives of men and events that determined our present state. And it is a great, an inspiring story, that shows the sources of strength and greatness which this Greatest Newspaper derives from its historic past.

The Chicago Tribune was a creature of destiny, as much a product of the times it lived and the events it helped to shape, as was the Civil War. Essentially is it a part of Chicago, and the Middle West. From a tiny hamlet settled on a swamp has grown the fourth city of the world; an unsettled wilderness has become the most active, productive part of this nation. And The Tribune, whose growth and fortunes are indissolubly linked with these, shared their peaks and depressions, their progresses and retrogressions, their glories and their disasters.

You—addressing you as a mature man or woman now doing the day's work of the world—and your father, and grandfather, and great-grandfather, and The Tribune have gone through four major wars together—the Mexican, the Civil, the Spanish-American, and the World War; through nineteen presidential campaigns, eight of which may be said to have been big with the destiny of the people; through a fire that reduced the city to ruins—but not to ruin; through an international exposition that established a tradition of vastness and beauty which, in some of its aspects, the world in three decades has not surpassed; through strikes that disorganized the affairs of a nation, and through more violent social and racial disturbances that put panic into the public mind everywhere; through processes of upbuilding and tearing down and rebuilding that changed the face of nature over leagues of coastline and prairie and that have given to the most humbly placed man in the community comforts and opportunities, material and spiritual, that could not be enjoyed by the richest when great-grandfather and grandfather and The Tribune began working together for father and for us.

Persons who so long have worked together in matters so crucial—for the matters were naught less than the building of a world-city in a new world—ought to know each other pretty thoroughly. They do.

The beginning and the end of each third of The Tribune's three-quarter century synchronize roughly, but still aptly

enough, with three distinct epochs in Chicago's development. The first quarter century began when, within a period of four years (1843-1847), the population of the city had risen from 6,000 to 16,000. That growth was considered phenomenal, though the years following '47 were to make it seem slow. This first epoch ended in 1871, with the great fire. It comprised twenty-four years. It was the epoch of great-grandfather and grandfather and the time of their hardest work.

From the fire to the fair was the second epoch. It comprised twenty-two years. It was the era flamboyant of Chicago—of bewildering growth, of great riches quickly acquired, of boisterousness, of vulgarity, and of vision. It was father's epoch.

And so is this one his—his and ours. Say that the opening of the world war put an everlasting landmark into it, it may be described as comprising twenty-one years by 1914.

Now, as The Tribune starts toward the century mark we are eight years along in the bewildering epoch which historians of the future may designate as "The Great War and After."

From Foundation to Fire

1847-1871

THE TRIBUNE was started at a time and in situations that were both strategic.

City after city was falling before Generals Scott and Taylor and the Mexican War, fraught, as fourteen years were to prove, with the peril of another war, was drawing to a close; Salt Lake City was being founded by the Mormons; King William IV. of Prussia, that kindly, ineffectual cry baby, convoked a parliament at Berlin; the Roman Catholic hierarchy was established in England; that magnificent vocality, Daniel O'Connell, came to a rather pusillanimous end in Genoa; Queen Victoria had been ten years on the throne; Sir John Franklin perished in the region of eternal ice, and "Jane Eyre," the authorship of which was the current mystery of the English-speaking world, was published. And the rumblings of '48 were worrying Europe.

The population of Chicago was then 16,000. Our country comprised twenty-nine states, with a population of less than 20,000,000. James K. Polk was President of the United States—our last Democrat president of southern birth for sixty-four years, a fact large with significance. Abraham Lincoln was 38 years old and Joseph Medill, still practicing in Coshocton, O., what law there was to practice and picking up in a flirtatious sort of way the rudiments of the printer's trade and the editor's craft, was 24. The opening of his Chicago career was eight years distant.

Capital was centered in the East. Boston and New York controlled the trade of the nation. The westward trend was a slow seepage that spent itself in the prairies, lacking the great impetus that the discovery of gold was to give in '49. Illinois' first railroad had just been planned in '46, and the project was meeting with the greatest discouragement. The stagecoach companies, vast monopolies

of travel and hostelries, interested in stores and horses were fighting it bitterly. So little did Chicago think of the railroad that the total subscriptions of Chicago merchants were only twenty thousand dollars. The farmers were opposed to the railroads, and wanted plank roads to haul their grain to town to market. The Illinois and Michigan canal, destined to link Chicago with Mississippi River trade, was still unfinished after eleven years of effort and discouraging work.

St. Louis was the commercial city of the central west, a promising metropolis born and thriving on Mississippi River trade. Galena was the Illinois commercial "big" city; it and Kaskaskia had been considered rivals of St. Louis, until Kaskaskia, with its ten thousand inhabitants, had been wiped out in the Spring floods of 1844. The destruction of Kaskaskia helped Galena and Cairo; Chicago was not thought of as a potential big city. The state government, even, gave its business to Galena and the East.

Picture, then, this frontier town in 1847. Built on marshland, two feet above the lake level, its streets were always muddy, and some nothing more than bogs.

Water was pumped through bored logs. Sewerage was limited, insanitary, and primitive; three planks fastened together to form triangular drain pipes, set six inches to a foot below the street surfaces. The first school building was only two years old. Trade was nearly all retail. There had been a terrific boom some years before, from 1833 to 1836, which sent Chicago real estate sky high, and flooded the town with a temporary prosperity. The panic of '37 left it in a terrible depression. Business men and merchants were forced to go back to the land to raise food to keep alive. So much selfishness and unfair dealing, both in business and politics, were in evidence during the boom years that people were suspicious of any public movements for a long time after. By '47, the effects of the panic had pretty well worn off, and Chicago was building again, more slowly and sanely, but giving little promise of being a wonder city.

The two decades following were to be the most active and the most fearsome in our history, when sudden growth was faced with as sudden dissolution, when accomplishment and disaster ran side by side.

* * *

Chicago had been a fertile field for newspapers, since the inception of its first, in *1833*. But the exigencies of pioneer country, the constant change and not infrequent disaster were too much for the journals of the day. Previous to the appearance of The Chicago Daily Tribune, some seven daily and weekly newspapers had been started. Of these, two were contemporary.

Newspaper history began in Chicago with the advent of The Chicago Democrat, a weekly founded by John Calhoun in *1833*, and later brought to a position of considerable influence by "Long John" Wentworth, a famous mayor of Chicago. The Democrat became a daily in *1840*, and was issued in the morning. In *1846*, the issue was changed to evening. "Long John" Wentworth kept it going until the time that tried men's souls in 1861. Then he sold out in a mood of war panic and the property was merged with The Tribune. Through The Democrat, therefore, The Tribune may trace its ancestry back to the first newspaper published in Chicago.

Subsequent to The Democrat came The Chicago American, a weekly in 1835, issued as a daily in 1839; and discontinued in 1842; The Chicago Express, a daily afternoon paper, began on October 24, 1842, and discontinued two years later; The Chicago Daily Journal, which grew out of the remnants of The Express, and with various changes in ownership, continues up to the present; The Chicago Republican, a weekly, started in December, 1842, and dropped after six months; The Chicago Daily News, also short lived, appeared from late in 1845 till January 6, 1846; The Chicago Commercial Advertiser began as a weekly on February 3, 1847, later appearing daily, tri-weekly, and weekly until its expiration in 1853. There were also a number of

journals and magazines, devoted to various interests, but none of these survived for long.

* * *

With this none too encouraging background, The Chicago Tribune was started. Joseph K. C. Forrest, James J. Kelly and John E. Wheeler were its originators.

As for The Tribune's personal appearance in 1847, the liveliest paper in town liked it. That was the Journal. Our sole surviving contemporary of those days looked us over on the morning of June 10, and in the afternoon printed its opinion, which was detailed, admonitory, and instinct with neighborliness. A few lines of its comment follow:

CHICAGO DAILY TRIBUNE—A large and well-printed sheet with the above title was laid on our table this morning.

Our neighbors have launched their bark upon the stormy sea of editorial life, proposing to observe a strict impartiality. We wish them every success in their enterprise and firmly trust they will shun the rocks upon which so many gallant vessels have been wrecked.

The mechanical execution of THE TRIBUNE is beautiful and reflects great credit upon the art.

The chronicle of the first few years, however, is little more than record of the changes of ownership—indicating that journalism of that day was a precarious profession and not the substantial business the newspaper is today. Our early owners were more our projectors than our founders. They did not stick to the ship or the shop. They had other irons in the fire.

Before The Tribune was a month old, James J. Kelly had withdrawn to devote himself to the more lucrative pursuit of leather merchant. His share was bought by Thomas A. Stewart, who assumed the editorship. Mr. Stewart was shortly thrust into the prominence incumbent upon his position. In an editorial, he suggested that the government vessel stationed at Chicago might make itself useful by helping two merchant vessels into the harbor. The Commandant, Captain Bigelow, resented the suggestion and straightway challenged the editor to a duel. Stewart published the challenge as an item of news. The

duel was never fought. The doughty captain abdicated and thereafter helped belated vessels make the harbor.

In the same year, The Tribune bought the plant and equipment of The Gem of The Prairie, which it continued to issue weekly. In *1848*, the second change in ownership occurred. Mr. Forrest retired, selling his third interest to John L. Scripps.

The following year was notable for two incidents. On May 22, 1849, a fire destroyed The Tribune office and publication was suspended for two days. On *December 6*, The Tribune installed telegraphic news service, the first paper in the west to get news by wire. This was a startling innovation. News from the east was commonly a month or two old before it reached Chicago papers. The presidential message, eagerly awaited every four years, was considered well dispatched if its text reached Chicago by mail or courier within a month after its publication at Washington. The determination to get the news first, for which The Tribune has always been noted, was manifest even in that early day.

On February 20, 1849, a weekly Tribune was also begun. The Gem of The Prairie was merged with this weekly edition in '52. In '51, a syndicate of Whig politicians purchased the share of Scripps, who founded another paper, The Democratic Press, in 1852, in company with William Bross.

General William Duane Wilson, representing the syndicate, was installed as editor. An evening issue of the paper was also begun, but was shortly discontinued. On June 18, 1855, Joseph Medill secured a third interest, and Dr. Charles H. Ray a fourth interest, the firm name becoming Wright, Medill & Co.

It was eight years after The Tribune was founded that Joseph Medill became a guiding force in it. He was then 32 years old. He remained a guiding force for forty-four years, but to the end he had young colleagues. When his grandsons took up their work as guiders of The Tribune

OF THE STOCK OF THE TRIBUNE COMPANY, 52 PER CENT IS OWNED BY THE ESTATE OF JOSEPH MEDILL. PRACTICALLY ALL THE REMAINDER IS OWNED BY DESCENDANTS OF MEDILL'S THREE ASSOCIATES, PICTURED ON THIS PAGE.

ALFRED COWLES
SERVED *as treasurer and business manager of The Tribune during the sixties, seventies, and eighties. His son is now a director of The Tribune Company.*

WILLIAM BROSS
A STAUNCH *abolitionist, was lieutenant governor of Illinois from 1865 to 1869. His grandson, Henry D. Lloyd, is now a director of The Tribune Company.*

HORACE WHITE
WAS *editor of The Tribune in the sixties and early seventies.*

JOHN LOCKE SCRIPPS

was editor of The Tribune in the forties and fifties. He was appointed postmaster of Chicago by Lincoln in 1861. His cousin, James Edmund Scripps, who started his newspaper career on The Chicago Tribune in the fifties, later founded The Detroit News and assisted in initiating the "Scripps string of newspapers" which now numbers twenty-nine.

DR. CHARLES H. RAY,

who joined with Joseph Medill in the purchase of an interest in The Tribune in 1855.

they were not so old as he was when he came out of the Western Reserve to do his big work in the world. The point of the allusion is that this newspaper, like the city of its birth, has ever had the spirit of youth in it. It is today what it is because it has marched with the generations; because it has grown with a community whose growth is one of the phenomena of human annals. For seventy-five years it has been a going concern; for sixty-seven years its tradition has been definite and vital because the ideal that sustained the founder of its greatness has been the inspiration of those to whom the wheeling years brought his tasks.

Joseph Medill was a curious combination of austerity and aplomb. He was not showy, but he was sternly pervasive. He seems never to have cared for, nor to have won, popularity of a flamboyant kind. But he was universally trusted, for his sense of duty permitted him no evasions. He had a certain sangfroid and he was capable of making and executing large decisions. To them he adhered. His idol, if he had one, was humane common sense. That is why he loved Franklin and why he was loved by Lincoln. Beneath his formal exterior was a sense of humor. Reverting once to the years of the late forties when he was teaching school in Ohio, he told how he had had to whip one of the boys who had been a leader in driving from the district Medill's predecessor in the master's chair. "After that fight," he said, "all the boys were my friends"—a pause—"and," he added, with his sparse smile, "as for the girls, I married one of them."

He came to Chicago in 1855 from Cleveland, where he had successfully established the Leader, which still exists. His purpose was the purpose of thousands of energetic young Americans of those days—to "look over the new field." Here he met Dr. Charles H. Ray of Galena, who brought to him a letter of introduction from Horace Greeley, who urged Medill to join Ray in starting a newspaper in Chicago. They acted upon the plea by buying into The

THE CHICAGO
Press and Tribune

A DAILY, TRI-WEEKLY AND WEEKLY JOURNAL
DEVOTED TO
News, Commerce, Politics, Agriculture, Science and Literature.

EDITED AND PUBLISHED AT CHICAGO BY THE

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J. L. SCRIPPS, WILLIAM BROSS, C. H. RAY, J. MEDILL, A. COWLES,
Editors and Proprietors.

FURNISHED TO SUBSCRIBERS AT THE FOLLOWING RATES:

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TRI-WEEKLY,	" " - - - - -	4.00	"
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"	two copies, " - - -	2.50	"
"	four copies, " - - -	5.00	"
"	five copies, " - - -	6.00	"
"	ten copies, " - - -	10.00	"
"	twenty copies, (and 1 to getter up of club,)	20.00	"

THE CHICAGO PRESS & TRIBUNE is designed to be a full and fair exponent of the GREAT NORTH-WEST. To that end it keeps constantly in the field a large and efficient corps of assistant editors, reporters, and correspondents, who are engaged in procuring, systematizing and collating all manner of information respecting every locality embraced in the North-Western States and Territories. Articles of this description appear in every issue of our paper, and have already made for it a reputation in this respect second to no other paper in the whole country.

In price and size of sheet, amount and freshness of intelligence, variety and value of information, fullness and accuracy of Commercial matter, and in whatever else goes to make up a first-class Newspaper, we challenge comparison with any other journal East or West.

In Politics, the PRESS & TRIBUNE is on the side of FREE LABOR. As an exponent of the North-West, which has been made great through free labor, it could not successfully fulfil its mission, were it to remain neutral on so vital a question.

Parties abroad, who may desire to advertise in a paper having a general circulation throughout the North-West, will find the PRESS & TRIBUNE the best possible medium of communication.

Its circulation is larger than that of any other paper West of the seaboard cities

IN 1858 The Tribune absorbed The Chicago Democratic Press and for two years thereafter was known as The Press and Tribune. The above is a reproduction of one side of an advertisement sent out at that time. The other side asks for job printing. The job printing department was in charge of William H. Rand, superintendent, and Andrew J. McNally, assistant.

Tribune. Medill had sold his interest in the Cleveland Leader to Edwin Cowles, but Edwin's brother, Alfred, came to Chicago with Medill. For a year he served the new firm of Ray & Medill as bookkeeper and then he, too, bought into the property. In 1858, The Tribune absorbed the Democratic Press, and that brought into the firm Deacon William Bross, a grand old Cromwellian of the early days of Chicago Presbyterianism, and John Locke Scripps, who stayed with us between two and three years, becoming in 1861 the Lincoln-appointed postmaster of Chicago. For two years the paper was known as The Press and Tribune, but then reverted to The Chicago Tribune. Dr. Ray sold out in 1863, and Mr. Medill became editor-in-chief.

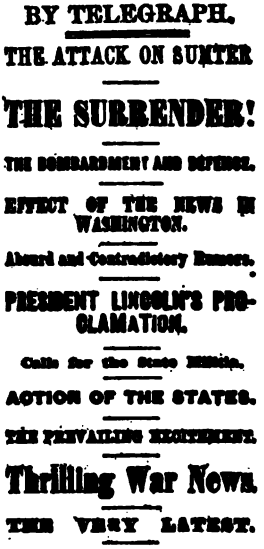
Thus with Medill, Cowles, and Bross was founded the original "Tribune family," which, growing later to include Horace White, survives through direct descendants as a Tribune family to this day.

Among all these colleagues of his, Medill seems to have been the driver—the man who, though he was all journalist, was also practical printer. In a word, he was no empiric, though he was not afraid of experiments. To the last detail of newspaper making he knew what he wanted to do and how to do it. Through his initiative a steam press was installed and the first copper faced type ever used by an Illinois newspaper was bought. He had an abiding distaste for the "other irons in the fire," and that was, and is, good for this newspaper. "Alas," the great Hippolyte Taine once said, "there are writers who were born to write newspaper articles and who write only books." Joseph Medill was not that kind of a journalist. His product was not indifferent books but great journalism. He believed that to prepare, to inspire, and daily to assemble excellent newspaper articles was a grand work which demanded all of skill and fortitude that good minds and honest hearts possessed.

Thus The Tribune got its real start with a growing town and an honest man who was also a man of vision.

Because he was visioned he believed in the town. He believed with the acute English publicist, Frederic Harrison, that "the manifest destiny of Chicago is to be the heart of the American Continent," but he said that forty-six years before the memorable night at the Union League club, where Frederic Harrison said it.

Medill bought into the nearly bankrupt Tribune on June 18, 1855. He took active hold on Saturday, July 21. The property made money in its first month under the new regime.


BY TELEGRAPH.

THE ATTACK ON SUMTER

THE SURRENDER!

THE BOMBARDMENT AND DEFENCE.

EFFECT OF THE NEWS IN WASHINGTON.

Absurd and Contradictory Rumors.

PRESIDENT LINCOLN'S PROCLAMATION.

Calls for the State Militia.

ACTION OF THE STATES.

THE PREVAILING EXCITEMENT.

Thrilling War News.

THE VERY LATEST.

From The Chicago Tribune, April 15, 1861

Chicago had leaped from a population of 16,000 in '47 to 80,000 in '55. It was a big year in the world. The Exposition Universelle was on in Paris; so was the Crimean war, and the Russians were getting out of Sebastopol; the Bessemer process was being patented; Thackeray's "The Newcomes" and Tennyson's "Maud" were published; Franklin Pierce was President of the United States, and The Tribune neither liked nor trusted him—thought him too slick and devious and used to call him "Frank Pierce."

We (The Tribune) then, as now, were ever admonitory, but not portentously so, for there was humor in us, and that saving infusion of common sense which Joseph Medill thought so important an attribute of a newspaper that he put some words about it in his last will and testament. We struck out at every abuse, whether it was cruelty to a black man or cruelty to a horse, and when we could we nailed it to the wall with names and dates attached. There was the case of "a Mrs. Wheeler." She tried to commit suicide on Monday night, June 29, 1857, by drowning herself in the

lake at the foot of Ohio street. On the Thursday following we printed this:

ATTEMPTED SUICIDE—We learn that on last Monday night a Mrs. Wheeler attempted to commit suicide by drowning herself in the lake at the foot of Ohio street. She was rescued by Robert Donnelly. The woman stated that she had been married about a month, and that her husband abused her so much she was induced to commit suicide. The husband told Donnelly he was "d——d sorry he did not let her drown."

There was a sequel. It came eighteen days after the attempt, and we said:

A BRUTE—James Wheeler was yesterday fined $5 for abusing his wife. Mrs. Wheeler is the woman who has twice attempted to commit suicide, once by throwing herself into the lake and again by taking laudanum. Both those attempts resulted from injuries inflicted upon her by her husband. A few months' experience in breaking stones in the bridewell would do this Wheeler a "power of good," and he ought to have been sent there.

So lately as a few weeks ago in a lecture at Medill School of Journalism of Northwestern university, Dr. Charles M. Sheldon, author of "In His Steps," said that was the way it should be. "Put your editorial protest against a wicked deed," said he, "in with your record of it—not in a detached editorial six pages distant."

The same day that we told James Wheeler what would do him "a power of good" we also had a word on the case of John Connor:

SERVED HIM RIGHT—A brutal fellow named John Connor was fined $5 in the police court yesterday for abusing his horse. There is scarcely despical [sic] or cowardly crime than the abuse of domestic animals, nor one which should meet with a more prompt punishment.

Thus we tried cases and imposed sentence in our news columns. 'Tis considered highly indecorous now to do so.

The outstanding community problems of six decades ago were identical with ours today. They were Crime Wave and High Cost.

On January 28, 1857, the crime situation seemed rather a cause for optimism than consternation, considering that we were a city of nearly 100,000 extremely lively and adventurous souls, for on that date we printed this:

IN JAIL—There are but twenty-two prisoners confined in the County Jail.

But two days later hope was dashed to pieces. The sacred hen-roosts had been invaded. We were bitter about it and recommended legislation:

ROBBING HEN-ROOSTS—During the present week a number of hen-roosts on West Madison street have been depopulated by thieves. We would suggest the propriety of adding a chapter to the new city Charter for the especial protection of everybody's hen-roosts.

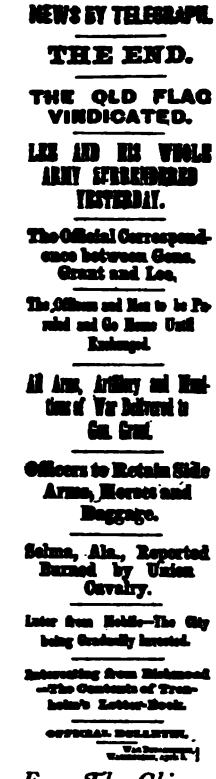
Matters soon assumed the aspect of a crisis and we laconically "razzed" the police:

WHERE DO THE POLICE BURROW?—We learn from a reliable source that during the past week some one hundred robes have been stolen from sleighs left standing in the streets. Are the police asleep?

In less than six months the crisis burst right in the town's face, and The Tribune set up a lusty shout for Pinkerton—firm still flourishing. Things were coming to "a terrible pass" and this drove us to italics. The "burglarious depredations"—excitement did not constrict our vocabulary—included the use of chloroform, as now:

WHAT SHALL BE DONE?—Things are coming to a terrible pass in this city. Chicago seems to be delivered over into the keeping of thieves and house breakers. The police force, which our citizens are sustaining, at a cost of two thousand dollars per week, have proven to be utterly useless, to protect the dwellings of the people from burglarious depredations. They are good for nothing outside of the open view, rough work, of picking up drunkards, suppressing doggery brawls, and carrying away articles found on the sidewalk at night, while the thieves are operating upon the domiciles of our citizens.

Now, what shall be done? No man's house is safe. Every night a large number of dwellings are entered by burglars and robbed. Sometimes the inmates are shot, other times drugged or chloroformed in their beds, and others again are forced into silence by revolvers pointed at their heads, while their clothing and drawers are rifled of their contents before their eyes. . . . We verily believe that, if Bradley and Pinkerton were employed as "detectives," that within a week afterwards burglaries would cease and pocket-picking become infrequent.


NEWS BY TELEGRAPH.

THE END.

THE OLD FLAG VINDICATED.

LEE AND HIS WHOLE ARMY SURRENDERED YESTERDAY.

The Official Correspondence between Gens. Grant and Lee.

The Officers and Men to be Paroled and Go Home Until Exchanged.

All Arms, Artillery and Munitions of War Delivered to Gen. Grant.

Officers to Retain Side Arms, Horses and Baggage.

Selma, Ala., Reported Burned by Union Cavalry.

Later from Mobile—The City being Gradually Invested.

Interesting from Richmond—The Contents of Treasurer's Letter-Book.

OFFICIAL BULLETIN.

From The Chicago Tribune
April 10, 1865

In short, Managing Editor Medill, coming from sedate

Cleveland, found that he had cast his lot with a lively town, and he was ever for keeping the peace in it—even at the cost of a fight.

High cost it seems not only followed but preceded the civil war. Trusty old Pro Bono Publico, whose grandchild is Voice of the People, came forward emphatically during Buchanan's administration with his protests, and The Tribune sustained them.

Pro Bono said:

THE COST OF MARKETS AND HOW TO SECURE CHEAPER PRICES—It costs more to live in Chicago than in any other western city. Rents are frightful, and growing more terrible each year. Marketing keeps pace with the rents and is outstripping them. It is not the wholesale prices nor the sum paid to the producer that is increasing, but rather the retail—the huckster's price. We have seen barrels and boxes of poultry held for bigger prices until decomposition destroyed them.

There is only one effectual remedy for the present state of things and that is to establish protection unions, or people's grocery stores, one in each division of the city, where good fresh marketing of all kinds shall be sold at cost. A million dollars a year could be saved to Chicago people if this plan was fully carried out. PRO BONO PUBLICO.

And we said there was something to do besides "sitting down and trading corner lots with each other." The Medill recipe of "following the line of common sense in all things" was being vigorously applied to the mind of a somewhat flighty community.

This was in a semi-news, semi-editorial article:

CHEAP LIVING AND INDUSTRIAL PROSPERITY—If Chicago ever attains the greatness for which we all look so confidently, it will be because her manufacturing, as well as commercial advantages, are properly developed. Some men talk as if we had only to sit down and trade corner lots with each other to grow immensely rich, like the two boys who swapped jackets all day, each making money at every trade. Others are sanguine enough to believe that commerce alone will expand the limits of our goodly city till she fills the ample dimensions staked out for her by the land dealers.

[But manufactories were not developing rapidly enough. Therefore]:

These retarding causes are mainly high rents, and famine prices in provisions; and if these continue there is little prospect that two dollars a day will tempt skillful artisans to Chicago, where one dollar a day has to go for rent of a decent shelter for himself and family, and only the strictest economy enables him to procure the other necessaries of life with what remains. . . . The cost of living must come down, or Chicago

can never become the great manufacturing place for which it is, in every other respect, so admirably adapted. Rents will come down when capital enough is invested in building to supply the demand. . . . When we speculate less and produce more; when the industrial arts vie with the commerce. . . . Then may we indeed talk largely of the future of Chicago.

The two decades from our birth year to the period of the six years after the civil war and before the fire were neighborly days in the town and in our office. There was intense solicitude for the city and deep pride in the achievements and honors of its citizens. One morning in kindly old times we led our news columns with this:

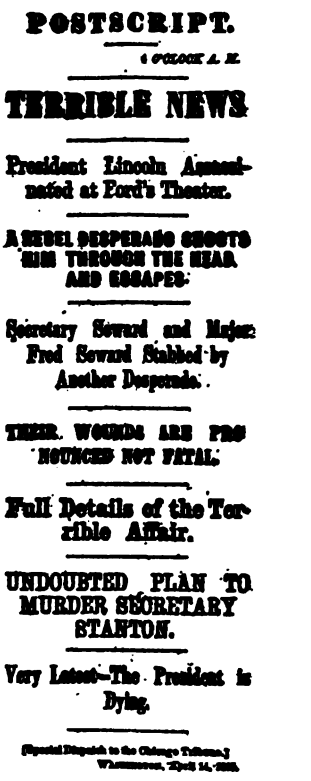
DOCTOR OF DIVINITY—Hamilton college, New York, has conferred the degree of doctor of divinity upon Rev. R. W. Patterson, Pastor of the Second Presbyterian Church in this city.

That clergyman was the father of the R. W. Patterson who years afterwards was to become the paper's editor-in-chief.

When, as he put it, "items were dull," young Editor Medill, fresh from the less hectic Cleveland, did not worry. He simply said:

CORRESPONDENTS—We surrender pretty much all our local space to correspondents. Items were "dull" yesterday, with a downward tendency, and we fill up with communications as a substitute.

In fact, in those days, before the civil war put a premium on promptitude in news presentation, The Tribune, like all its local contemporaries, serenely scissored and pasted from the New York papers, and was very grateful when McNally, the newsdealer, or his rival Burke, got the latest New York papers to it early in the evening so that there was plenty of time to chop them up for next morning's issue. It was wonderful time when McNally or Burke,



POSTSCRIPT.

4 O'CLOCK A. M.

TERRIBLE NEWS

President Lincoln Assassinated at Ford's Theater.

A REBEL DESPERADO SHOOTS HIM THROUGH THE HEAD AND ESCAPES.

Secretary Seward and Major Fred Seward Stabbed by Another Desperado.

THEIR WOUNDS ARE PRONOUNCED NOT FATAL.

Full Details of the Terrible Affair.

UNDOUBTED PLAN TO MURDER SECRETARY STANTON.

Very Latest—The President is Dying.

From The Chicago Tribune, April 15, 1865

here, delivered the papers at The Tribune office forty hours after they had left the presses in New York. Today it is done in half the time, but we thought McNally and Burke were wonders, and we used to fire their souls with ambition by putting their records into the paper. For example, this appeared on a Thursday:

McNALLY had the New York papers of Tuesday at 6 o'clock last evening. He also has the *Ladies' Journal* for July.

And this on a Wednesday:

QUICK TIME—McNally and Burke tread close upon each other's heels. Mc brought us Monday's New York papers last evening about 5 o'clock and Burke followed in, three minutes thereafter, with his arms full of the same. Go it, 63 Clark street!

And this on the next day:

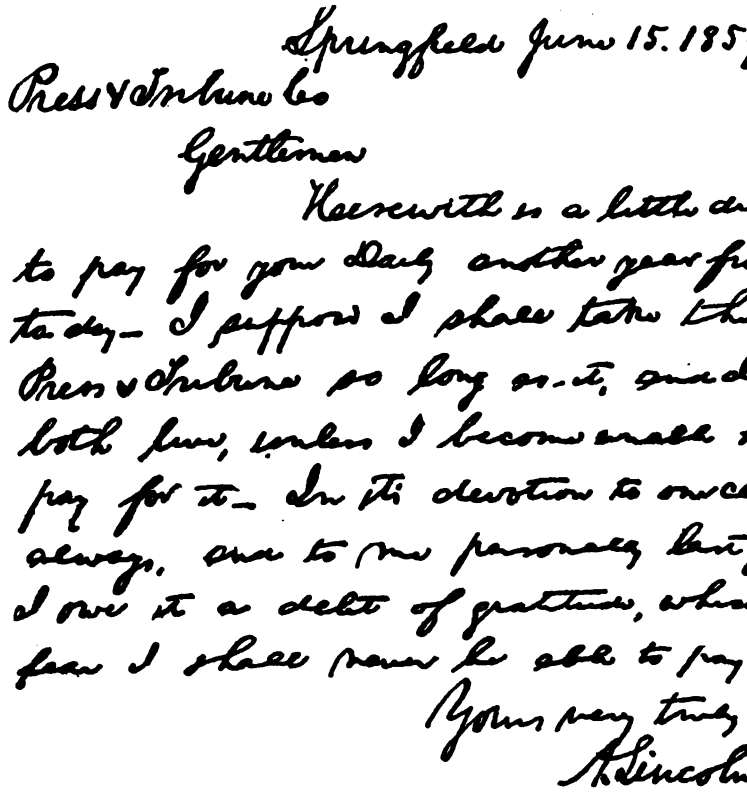
BURKE AHEAD—At 5 o'clock precisely Burke left on our table the New York papers of Tuesday, and in a few minutes thereafter we had the same favor from McNally. Go it, Mc!

* * *

As the war drew nearer the tone of the paper changes. The quaintness that was almost rusticity begins to disappear. Questions that were to tear the republic asunder were becoming very pressing and the editors and your grandfathers had more important things to think about than current facetiae or the local case of drunk and disorderly. In these years we see passing of The Tribune as town gossip and local mentor. It is becoming the public intelligencer and a voice of the nation. Medill had equipped himself to act a great part in the supreme crisis. In Cleveland, in 1853 and 1854, he had done history making pioneer work in organizing the forces which were to constitute the Republican party, and to that party he had given its name. In the columns of The Tribune the fight which he and Dr. Ray and William Bross waged against slavery was early, constant, and pitiless. They defined the issue in long editorials and they fired the soul of the North with brief burning paragraphs, of which this is a specimen:

MORE OF THE BEAUTIES—About two weeks ago a Negro belonging to Logan Harper in Carthage, Miss., arose in the night and killed his wife, by chopping off her head, after which he hung himself to a tree near the house. The reason for this horrible deed was that

Lincoln Subscribes for Tribune



Springfield June 15. 1859

Press & Tribune Co

Gentlemen

Herewith is a little draft to pay for your Daily another year from to-day— I suppose I shall take the Press & Tribune so long as it, and both live, unless I become unable to pay for it— In its devotion to our cause always, and to me personally last year I owe it a debt of gratitude, which I fear I shall never be able to pay

Yours very truly

A. Lincoln

Lincoln's *first subscription to The Tribune was paid in cash to Joseph Medill. Shortly after the latter had injected his personality into the paper, Lincoln walked into the office, said that he had not liked The Tribune in the past because it smacked of "Knownothingism," but he had noticed a decided change for the better recently. Therefore, he had decided to quit borrowing it and to subscribe for a copy of his own. The above letter reads:*

Press & Tribune Co. Springfield, June 15, 1859

Gentlemen: Herewith is a little draft to pay for your Daily another year from today. I suppose I shall take the Press & Tribune so long as it, and I both live, unless I become unable to pay for it. In its devotion to our cause always, and to me personally, last year, I owe it a debt of gratitude, which I fear I shall never be able to pay.

Yours very truly,

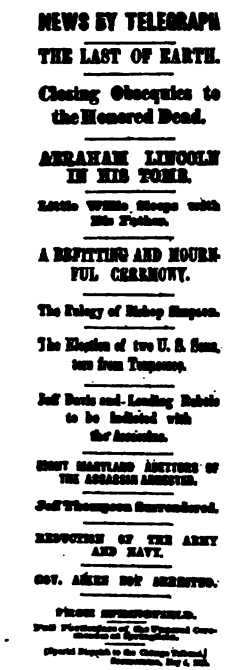
A. Lincoln.

his wife, a beautiful quadroon, was obliged to submit to the sensual caprices of her master.

This is another of the beauties of the Southern Democratic Amalgamation party.

In this fight no quarter was given or asked. The language was bitter, the blows terrible. President Buchanan got a taste of both:

THE CURTAIN LIFTED—The President's message was delivered yesterday. . . . Mr. Buchanan boldly espouses the cause of fire eaters of Carolina and the highwaymen of Kansas. He flings the gauntlet in the face of the North, spits upon the land that bore him and upon seventy years of his own life, takes his party in the Free States by the throat and leaps with it into the ditch. Poor old man! that you should bring your gray hairs so low! Lies so portentous that they darken civilization, smite the humanity and blaspheme the Christianity of all ages! At least you might have spared the place of Washington this last humiliation. . . . Millions of freemen inspired by the common truth and stung by the general degradation shall rise to stay this giant and overmastering wrong.


NEWS BY TELEGRAPH

THE LAST OF EARTH.

Closing Obsequies to the Honored Dead.

ABRAHAM LINCOLN IN HIS TOMB.

Little Willie Sleeps with His Father.

A BEFITTING AND MOURNFUL CEREMONY.

The Eulogy of Bishop Simpson.

The Election of two U. S. Senators from Tennessee.

Jeff Davis and Leading Rebels to be Indicted with the Assassins.

EIGHT MARYLAND ABETTORS OF THE ASSASSIN ARRESTED.

Jeff Thompson Surrendered.

REDUCTION OF THE ARMY AND NAVY.

GOV. AIKEN NOT ARRESTED.

From The Chicago Tribune May 5th, 1865

But simultaneously with the tearing away of the props of slavery, which many cautious men still considered props of union, went constructive work, and Abraham Lincoln was The Tribune's choice as the man to carry the work into the nation's councils. Steadily, on a big scale, and shrewdly The Tribune built up a body of opinion which in three years was to effect the nomination of Lincoln for the presidency. Here is a specimen of that valiant and candid propaganda, and it should be added that we were the first to print Lincoln's speeches in full:

MR. LINCOLN'S SPEECH—Elsewhere in today's paper, we publish entire the speech made by Hon. A. Lincoln at Springfield, in answer to the late effort of Senator Douglas. Our readers will give it the attentive perusal demanded by the importance of the subjects of which it treats, and the great reputation of the speaker. They will find it a calm, lucid, and convincing refutation of the assumed facts and the false logic contained in the senator's harangue. In it Mr. Lincoln has evidently spent more labor to be plain and clear than to

be ornate and oratorical. That he has succeeded, we are sure our readers will admit.

We cannot neglect the opportunity to thank him for his vindication of the language and intent of the Declaration of Independence, now so frequently assailed by the politicians of the Pro-Slavery party. The part of the speech devoted to that vindication is in Mr. Lincoln's happiest vein; and if we knew him only by that we could not fail to declare that he is a clear headed, sound hearted, and eminently just man.

The Republican party, organized in February, '56, thus found its leader. At the state convention, May, '56, Lincoln made the "lost speech" that made him a national figure. Joseph Medill, present at the convention as a delegate, and also representing his paper, said:

> "I took down a few paragraphs of Lincoln's speech for the first ten minutes, but I became so absorbed in his magnificent oratory that I forgot myself and ceased to take notes, but joined in the clapping and cheering and stamping to the end. I was not scooped, however, for all the newspaper men present had been equally carried away by the excitement and had made no report."

Illinois elected a Republican governor. Lincoln was spoken of as Douglas' successor in the Senate. The year '57 brought the panic and the whole country lay prostrate under intolerable economic conditions that were not to be changed until the political atmosphere cleared. In '58 came the famous Lincoln-Douglas debate that left Douglas broken and spoiled of power. The editors of Illinois met in the office of The Chicago Tribune and decided on the railsplitter as a candidate for the Presidency.

On February 16, 1860, we came out with the celebrated two-thirds of a column editorial leader placing Lincoln before the people for the nomination.

In the great cause of the nomination Mr. Medill was active inside the office and out. Ten days after the nominating editorial found him behind the scenes in Washington and to The Tribune he sent back this report:

READ, REPUBLICANS, READ!

Our Mr. Medill, who is in Washington, as the correspondent of The Press and Tribune, writes in a private note as follows:

"Washington, Feb. 26, 1860.

"From the reports sent here by the Douglas men, some of our folks begin to fear that through disaffection among the Republicans

the bogus Democrats will carry Chicago. The idea gives them cold chills. Senator Wilson says that the loss of Chicago at this crisis will endanger Connecticut, and do much to insure the nomination of Douglas at Charleston. At least thirty members of congress from other states have spoken to me about it. They say that for the cause and the great campaign the city must be saved.

"Wade, senator from Ohio, told me that the loss of Chicago would be the worst blow that the Republican party could now receive. He says he is ready to go there and stump every ward to save it. This is the general feeling. A national convention is soon coming off, and great things are expected of Chicago. She is the pet Republican city of the Union—the point from which radiate opinions which more or less influence six states. The city must be saved."

We ask our friends who are hanging back to put that letter in their pipes and smoke it. In the face of such direct and explicit testimony as to the vital importance of the contest, no man need hesitate what to do. Boys, up and at 'em.

"The boys" did "up and at 'em," for in three months came Lincoln's triumphant nomination, and with it a Tribune "close-up" of the candidate which for justness and vividness is not excelled by many a Lincoln study of far later and calmer times and far greater pretensions. Phrases from it are reprinted here:

Stands six feet and four inches in his stockings.

In walking his gait, though firm, is never brisk. He steps slowly and deliberately, almost always with his head inclined forward and his hands clasped behind his back.

In dress by no means precise. Always clean, he is never fashionable; he is careless, but not slovenly.

In manner remarkably cordial, and, at the same time, simple. His politeness always sincere but never elaborate and oppressive. A warm shake of the hand and a warmer smile of recognition are his methods of greeting his friends.

Head sits well on his shoulders, but beyond that it defies description. It nearer resembles that of Clay than that of Webster, but is unlike either.

In his personal habits simple as a child. Loves a good dinner and eats with the appetite which goes with a great brain, but his food is plain and nutritious. Never drinks intoxicating liquors of any sort, not even a glass of wine. Not addicted to tobacco in any of its shapes. Never was accused of a licentious act in all his life. Never uses profane language.

A friend says that once, when in a towering rage in consequence of the efforts of certain parties to perpetrate a fraud on the state, he was heard to say, "They shan't do it, d——n 'em," but beyond an expression of this kind his bitterest feelings never carried.

Never gambles. Particularly cautious about incurring pecuniary obligations. We presume he owes no man a dollar. Never speculates. A regular attendant upon religious worship, and, though not a com-

municant, is a pew holder and liberal supporter of the Presbyterian church in Springfield to which Mrs. Lincoln belongs.

A scrupulous teller of the truth—too exact in his notions to suit the atmosphere of Washington as it now is.

If Mr. Lincoln is elected president . . . he will not be able to make as polite a bow as Frank Pierce.

* * *

The war burst. Sumter fell. On April 15, 1861, The Tribune printed its call to battle. It was a hundred per cent appeal—nay, command, and to this day it makes the pulse beat high:

EVERY MAN'S DUTY—READ!

Lenity and forbearance have only nursed the Viper into life—*the war has begun.* It may not be the present duty of each one of us to enlist and march to the sound of a bugle and drum, but there is a duty, not less important, which is in the power of every man and woman in Chicago, and in the North, to perform—it is to be loyal in heart and word to the cause of the United States. From this hour let no Northern man or woman tolerate in his or her presence the utterance of one word of treason. Let expressed rebuke and contempt rest on every man weak enough to be anywhere else in this crisis than on the side of the country against treason—of Lincoln and Scott against Davis and Twiggs—of God against Baal. We say to the Tories and lick-spittles in this community, a patient and reluctant, but at last an outraged and maddened, people will no longer endure your hissing. You must keep your venom sealed or *go down!* There is a republic! The gates of Janus are open; the storm is on us. Let the cry be, THE SWORD OF THE LORD AND OF GIDEON!

* * *

The Tribune's course throughout the civil war may be said to have made it a great property, both in a material and a moral sense. It was energetic in the covering of events and it was passionately loyal. But even in the heat of conflict it could be decent. In the course of an appeal for comforts for the sick rebel prisoners herded in Camp Douglas, The Tribune said:

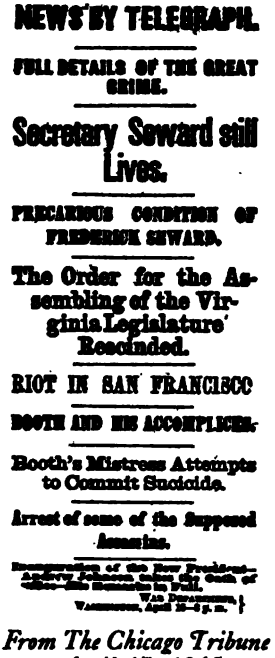
These men will be our countrymen again. The memory of this conflict will be effaced.

As hundreds of thousands of men went to war, the home folks experienced a new deep craving for news from beyond the horizon—news complete, authentic, recent—such as only metropolitan papers could supply. By striving wholeheartedly to satisfy this craving The Tribune

won a place in the hearts of the great foundation stock of the Middle West which has never been shaken.

Telegraph news suddenly became of the utmost importance. The Tribune had its correspondents all over the field of action, and gave the best possible news service. George P. Upton, then for many years after on The Tribune staff, scooped the other papers in the country by his story of the capture of Island No. 10, and later scored other scoops. In 1864, The Tribune exposed a plot to free the Confederate prisoners in Camp Douglas and prevented its accomplishment.

At all times, The Tribune advocated aggressive prosecution of the war, and never wavered in the often questionable assumption that the Union would triumph. It took the lead in many important reforms. When Fremont's abilities were doubted, The Tribune sent Joseph Medill to ascertain the facts. Likewise, when General Grant was charged with drunkenness and incompetence, Mr. Medill went to the front to investigate. It was also due to his efforts that the governors of Wisconsin and Minnesota called special sessions to grant soldiers in the field a vote in the second Lincoln election.


NEWS BY TELEGRAPH.

FULL DETAILS OF THE GREAT CRIME.

Secretary Seward still Lives.

PRECARIOUS CONDITION OF FREDERICK SEWARD.

The Order for the Assembling of the Virginia Legislature Rescinded.

RIOT IN SAN FRANCISCO

BOOTH AND HIS ACCOMPLICES.

Booth's Mistress Attempts to Commit Suicide.

Arrest of some of the Supposed Assassins.

From The Chicago Tribune
April 17, 1865

The Tribune became the headquarters of Union men. Nightly bulletins were posted for large and enthusiastic crowds. Dr. Ray or Mr. Bross spoke when word of important victories came. Dr. Ray was the hail-fellow-well-met of our family, and on the night when the news of the fall of Fort Donelson was received in Chicago he read the dispatch to an immense throng and then said, "Friends, 'Deacon' Bross authorized me to

say that any man who goes to bed sober tonight is a traitor to the government." The deacon's consternation, considering his Cromwellian standards, may be imagined.

The Tribune of that day, as now, had its enemies. Federal troops had to be called to guard the building in June, '63, when the copperheads threatened to destroy the paper. In any event, then as now, it was characteristic of the paper that it never did anything half-heartedly. It backed a project to the utmost, or fought it to a finish.

The war years brought prestige and prosperity to The Tribune. Its circulation increased from 18,000 to 40,000, and the publishers made money despite the generally adverse business conditions. In 1861, The Tribune was incorporated by a charter issued by the Illinois legislature.

* * *

In '65, John Locke Scripps, who had been serving as postmaster since '61, sold his interest to Horace White, who assumed the editorship. White was editor-in-chief of The Tribune from 1866 until 1874, during part of which period Mr. Medill gave much of his time to the proceedings of the Illinois constitutional convention of 1869 and to his duties as mayor of Chicago immediately after the great fire. William Bross was also out of active touch with The Tribune, serving as lieutenant-governor of Illinois from 1865 to 1869.

During his activities as editor-in-chief Mr. White gave The Tribune a free trade tendency, which did not make Mr. Medill happy, although he was no high protectionist. In any case, in 1874, after a tour of Europe, he took full charge of the paper. Mr. White later performed distinguished service as editor of the New York Evening Post.

Another notable event of 1865 was the establishment of a Western Associated Press, a forerunner of the "A. P." of today. Mr. Medill called a meeting of Western editors, held in Louisville, to effect this association.

It was in '69, that The Tribune moved from 51 Clark Street, where it had been published for many years. A new

building, four stories high, of Joliet marble, had been built on the site of the present Tribune building at Dearborn and Madison Streets. The building was valued at $225,000, and was highly thought of as an architectural accomplishment in its day. The paper was published here until the great fire of October 8 and 9, 1871.

* * *

Because of its rapid growth, building in Chicago had been haphazard and careless. The Tribune, in an editorial, September 10, 1871, called attention to walls "a hundred feet high and but a single brick in thickness." .. "There are miles of such fire traps .. looking substantial, but all sham and shingles." The fire virtually cleaned out the city. The Tribune building, spared once, was caught in the conflagration and an issue put to press the second night, Monday, October 9, while fire surrounded the building and McVicker's Theater next door began to burn.

The Courthouse

A few hours later another office was opened at 15 Canal Street. Editors, reporters, and pressmen gathered here and went to work on the story of the fire. On Wednesday, October 11, a half sheet paper was issued with a five column story of the fire and the following famous "Cheer Up" editorial:

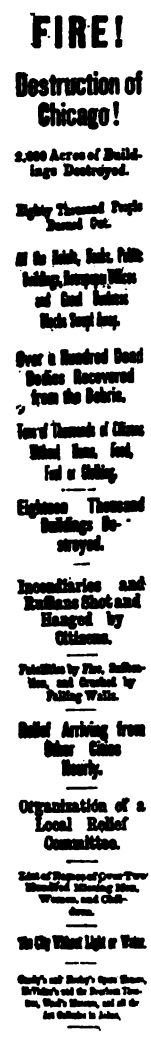
CHEER UP

In the midst of a calamity without parallel in the world's history, looking upon the ashes of thirty years' accumulation, the people of this once beautiful city have resolved that

CHICAGO SHALL RISE AGAIN

With woe on every hand, with death in many strange places, with two or three hundred millions of our hard-earned property swept away

in a few hours, the hearts of our men and women are still brave, and they look into the future with undaunted hearts. As there has never been such a calamity, so has there never been such cheerful fortitude in the face of desolation and ruin.


FIRE!

Destruction of Chicago!

2,000 Acres of Buildings Destroyed.

Eighty Thousand People Burned Out.

All the Hotels, Banks, Public Buildings, Newspaper Offices and Good Business Blocks Swept Away.

Over a Hundred Dead Bodies Recovered from the Debris.

Tens of Thousands of Citizens Without Home, Food, Fuel or Clothing.

Eighteen Thousand Buildings Destroyed.

Incendiaries and Ruffians Shot and Hanged by Citizens.

Fatalities by Fire, Suffocation, and Crushed by Falling Walls.

Relief Arriving from Other Cities Hourly.

Organization of a Local Relief Committee.

Lost of Names of Over Two Hundred Missing Men, Women, and Children.

The City Without Light or Water.

From The Chicago Tribune, Oct. 11, 1871

Thanks to the blessed charity of the good people of the United States, we shall not suffer from hunger or nakedness in this trying time. Hundreds of trainloads of provisions are coming forward to us with all speed from every quarter, from Maine to Omaha. Some have already arrived—more will reach us before these words are printed. Three-fourths of our inhabited area is still saved. The water supply will be speedily renewed. Steam fire engines from a dozen neighboring cities have already arrived, and more are on their way. It seems impossible that any further progress should be made by the flames, or that any new fire should break out that would not be instantly extinguished.

Already contracts have been made for rebuilding some of the burned blocks, and the clearing away of the debris will begin today, if the heat is so far subdued that the charred material can be handled. Field, Leiter & Co. and John V. Farwell & Co. will recommence business today. The money and securities in all the banks are safe. The railroads are working with all their energies to bring us out of our affliction. The three hundred millions of capital invested in these roads is bound to see us through. They have been built with special reference to a great commercial mart of this place, and they cannot fail to sustain us.

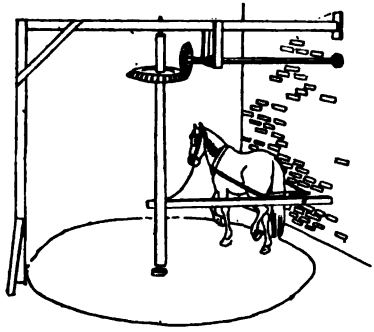
CHICAGO MUST RISE AGAIN.

We do not belittle the calamity that has befallen us. The world has probably never seen the like of it—certainly not since Moscow burned. But the forces of nature, no less than the forces of reason, require that the exchanges of a great region should be conducted here. Ten, twenty years may be required to reconstruct our fair city, but the capital to rebuild it fireproof will be forthcoming. The losses we have suffered must be borne; but the place, the time, and the men are here, to commence at the bottom and work up again; not at the bottom, neither, for we have credit in every land, and the experience of one upbuilding of Chicago to help us. Let us all cheer up, save what is yet left, and we shall come out right. The Christian world is coming to our relief. The worst is already over. In a few days more all the dangers will be past, and we can resume the battle of life with Christian faith and Western grit. Let us all cheer up!

The extent of the disaster was terrific. Nobody was

spared. But the spirit of the men of the time did not falter, nor shrink from the truly vast burden of reconstruction. The case of The Tribune was typical. To get paper for the first post-fire issue, the business manager had to borrow sixty-four dollars from personal friends to pay for it. Forty-eight hours before, The Tribune's credit would have been good for more than a hundred thousand dollars.

The next day, October 12, the paper came out with a full sheet. Revenue began to come in from advertisements inserted by sufferers who were seeking lost families and friends. A little later, work was begun on a new building on the site of the old. On the night of October 9, 1872, just one year later, The Tribune was published from its old location, but in a new building. Thus swiftly is the first epoch in the history of the community and The Tribune put behind and the second begins.



How power for the presses was secured in the Forties

From the Fire to the Fair

1871-1893

FOLLOWING the Great Fire are twenty years of rather prosaic history for The Tribune—and for Chicago. The effects of the Civil War, as well as of The Fire, were still a depressing influence. It was a period of rebuilding, readjustment and swift, uncouth growth as corn and wheat spread in tidal waves over the prairies which had known but buffalo grass for centuries.

To scan for decade after decade the yellow pages of newspaper files is a stimulating experience, one that proves the reverse of many things that men are wont to take so completely for granted that they make them the basis of endless shibboleths and catch phrases. The principal of them rings the changes on "the degeneracy of the press."

The community and newspaper story put together from the files of The Tribune and certain of its contemporaries is a seventy-five year study in and vindication of optimism. It shows that the type of newspaper now considered reckless and sensational was, at a time still well within the memory of men now living, not only reckless and sensational but villainous and vindictive to the point of outraging decency. The type of newspaper now supposed to be identified with "the interests" and to be sustained by them was then susceptible to the blandishments of a free supper at the new hotel. The type of newspaper now described as conservative was then reactionary to the point of pitilessness.

The Waterworks

As *the Fire approached the Marine hospital near the mouth of the river.*

PANIC *stricken throngs fleeing across Rush Street Bridge from the Fire.*

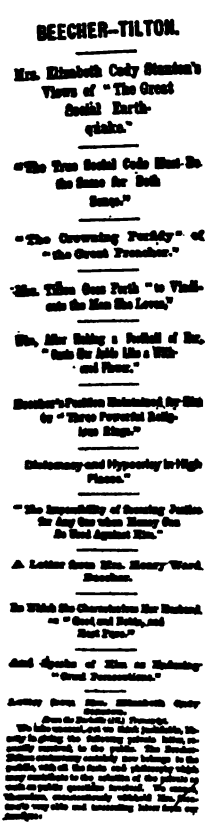
CITY OF CHICAGO,—South-West View, 1845.—

VIEW OF CHICAGO, FROM LAKE MICHIGAN.

Two *views of early Chicago.*

From two old prints, the one at the left shows the Lake Front just before the fire.

Let him who thinks that newspaper reports of such a case as the current Stillman-Beauvais scandal exceed the bounds of decorum turn to the file of 1874. He will discover in the reports of the Beecher-Tilton scandal a gusto and a particularity in the presentation of squalid details which will convince him that the treatment in our time is all for the better; wholly in the direction of that legitimate reticence which, while it does not pander to pruriency, does not, by silence, make evil easier for the evildoer.


BEECHER-TILTON.

Mrs. Elizabeth Cady Stanton's Views of "The Great Social Earthquake."

"The True Social Code Must Be the Same for Both Sexes."

"The Crowning Perfidy" of "the Great Preacher."

Mrs. Tilton Goes Forth "to Vindicate the Man She Loves."

Mrs. Miller Making a Football of Her, "Gusts Her Aside Like a Withered Flower."

Beecher's Position Maintained by Him by "Three Powerful Religious Rings."

Dialomacy and Hypocrisy in High Places."

"The Impossibility of Securing Justice for Any One when Money Can Be Used Against Him."

A Letter from Mrs. Henry Ward Beecher.

In Which She Characterizes Her Husband as "Good and Noble, and Most Pure."

And Speaks of Him as Enduring "Great Persecutions."

From The Chicago Tribune, Oct. 1, 1874

The files show how all the material and mechanical changes of newspaper making since its early days in Chicago have been emphatically to the advantage of the newspaper reader. By means of three line digests of every important article and by means of terse, coherent, explicit, and unelaborated headlines his time is saved, and, by the use of larger type in heads and in the body of the paper, his eyes are comforted instead of tortured. The whole paper is more readily assimilated.

Pictorial development has been so pronounced in late years and is still going forward at a pace so extraordinary that it makes a history so new and so special that it cannot be linked up with what lay critics of the press like to call the "golden days of Greeley." This picture making and the copious—indeed for some properties downright ruinous — use of the cable have been the most striking features of journalistic history in the last decade.

The articles you read now are shorter than those father and grandfather read, but their number and variety are far greater. The rule now, whether invariably observed or

not, is "tell it as briefly as possible." The rule so lately as the early '90s seemed to be "spin it out," and—what with the lead for the whole story and the subsections of the story—"tell it at least thrice."

Nor is it solely in these material aspects of news presentation that there has been change so emphatic that it attains the importance of solid reform. In the things of the intellect and of the spirit the emphasis is firmer and more intelligent. News articles are not only less windy but vastly less vituperation and partisanship get into them. In truth vehemence and partisanship appear once to have been encouraged; they now are vigorously discouraged.

Editorials today are at once more humane and less facetious. They cover a wider range of topics and are written in better English, but with less vigor only if violence and name calling are synonymous with vigor. Our forebears in this profession probably would consider them deficient in a quality dear to their hearts. It was "raciness." It covered, while it caused, a multitude of sins of taste and manners.

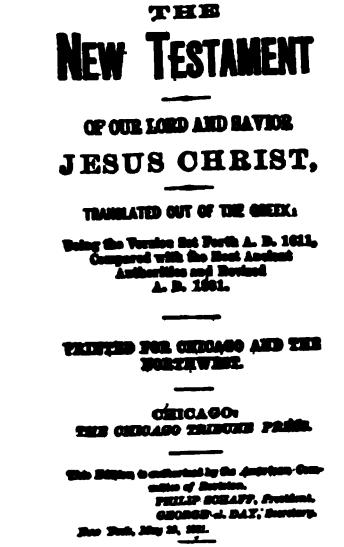
The epitome of two outstanding contrasts between the newspaper of the mid-nineteenth century and long thereafter and the newspaper of today can be briefly given: There was more individuality—of a quaint and rustic kind—and less taste. And the news element today is, to use the largest word, an infinitely greater factor..

That vehement individuality was the expression of enormous vitality. Some of the manifestations of it were more interesting than to be imitated. If a rival publicist did not agree with you he was "an ancient liar" or "an old lunatic." Neither age nor ailments protected a man. Mature men, men of parts and men of reading, who were guiding the destinies of a community and of the imperial realm of the middle west, said, and said in print, things that today would not be forgiven a cub reporter.

But, after all, the lesson learned from the days of file scanning was the big lesson, as vital today as ever it was,

of the survival of the men and the properties that had the clearest ideals of personal and civic probity.

On Sunday, May 21, 1887, The Tribune astonished its readers with one of the greatest scoops of history—nothing less than the entire revised edition of the New Testament. Samuel Medill, Joseph's brother, who as managing editor engineered it, introduced it to his readers as follows:



THE

NEW TESTAMENT

OF OUR LORD AND SAVIOR

JESUS CHRIST,

TRANSLATED OUT OF THE GREEK:

Being the Version Set Forth A. D. 1611,
Compared with the Most Ancient
Authorities and Revised
A. D. 1881.

PRINTED FOR CHICAGO AND THE
NORTHWEST.

CHICAGO:
THE CHICAGO TRIBUNE PRESS.

PHILIP SCHAFF, President.
GEORGE E. H.T, Secretary.

From The Chicago Tribune
May 21, 1881

"The Tribune presents to 63,000 purchasers and 200,000 readers this morning, in addition to a regular issue of twenty pages, the revised edition of the New Testament entire. The whole work, without the omission of a single chapter or verse, is contained in sixteen pages of the size usually issued from this office.

There are journals which would find a publication of this kind a considerable undertaking. But The Tribune's typographical and mechanical resources are such that it can issue any volume of ordinary size at a day's notice. The public may be interested to know that the first type of the New Testament as it appears in our columns today was set at ten o'clock yesterday morning and the last page made up in stereotype at ten o'clock last night. The job was completed, therefore, in precisely twelve hours. Ninety-two compositors were employed in setting type and five in correcting errors noticed by the proofreaders.

Meanwhile twenty additional pages of advertising and reading matter were set up, corrected, put in form, and stereotyped: so that we are enabled to issue this morning thirty-six pages, not one line of which had been put in type at ten o'clock yesterday morning.

The Tribune is not inclined to boast of its present achievement. It believes in doing thoroughly what it undertakes to do at all. Hence it has not undertaken to give mangled extracts from a few books of the New Testament, but to print the revision in such shape that no reader of The Tribune need ever buy a copy of it unless he feels disposed to do so for special reasons.

This journal was the first to announce the publication of the New Testament. It may have imitators. It expects them. But it can have none who will be any more than feeble copies of the original. It is accustomed to having its ideas plagiarized by journalistic sharks that follow in its wake and pick up its leavings. But it intends always to lead the way and be the first in introducing novelties to the people of this community.

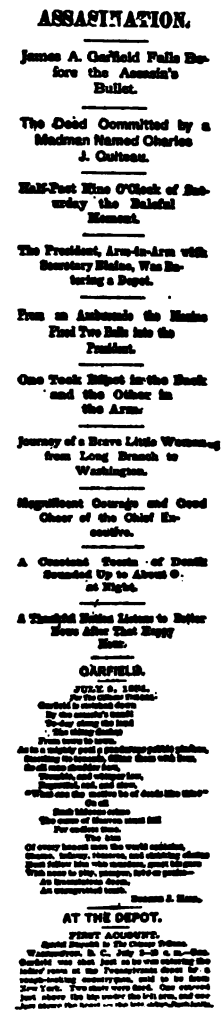
Elsewhere on the same page:

The fraudulent newspaper on Wells street printed a week ago a bogus "cable dispatch" purporting to contain the principal changes in the Old and New Testaments made by the Committee on Revision. Its shallow trick was immediately exposed by the American revisors so far as the Old Testament was concerned by the simple statement that its revision was barely begun. Its forgeries in case of the New Testament are now proved by indubitable evidence. A comparison of its fraudulent version with the true version printed this morning shows that the former is false in nearly every particular.

That was our whack at Story and his shifty Times.

A month later in the same year a circulation war was on and The Tribune went after The Times again:

Advertisers are not fooled. There is no shrewder set of men in the world. They would not continue to invest their money as liberally as they do in The Tribune space if they were not satisfied that they got abundant returns for it. And they do get such returns. Everybody who has tried it knows that they do. Seeing is believing, and trying is the best way to find out the truth in this matter. . . . What can possibly ail that venerable lunatic if not a consciousness of the inferiority of his own newspaper in any respect to The Tribune? . . . The facts and figures are in the local columns. They are mathematical evidence that The Tribune is as much superior to *The Times* in its city circulation as it is in its advertising, or its news, or its sense of decency, or its common sense.


ASSASINATION.

James A. Garfield Falls Before the Assasin's Bullet.

The Deed Committed by a Madman Named Charles J. Guiteau.

Half-Past Nine O'Clock of Saturday the Baleful Moment.

The President, Arm-in-Arm with Secretary Blaine, Was Entering a Depot.

From an Ambuscade the Maniac Fired Two Balls into the President.

One Took Effect in the Back and the Other in the Arm.

Journey of a Brave Little Woman from Long Branch to Washington.

Magnificent Courage and Good Cheer of the Chief Executive.

A Constant Tocsin of Death Sounded Up to About 9 at Night.

A Thankful Nation Listens to Better News After That Happy Hour.

GARFIELD.

AT THE DEPOT.

From The Chicago Tribune July 3, 1881

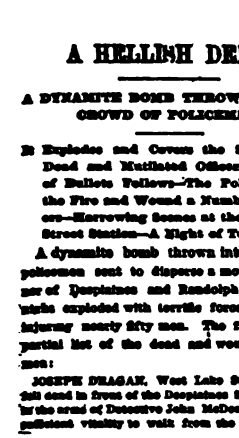
Look in, now, on the lads long gone, on the feverish nights of early November, 1884, when the Cleveland-Blaine result still was hanging fire and the whole country's nerves were snapping. Here it is the morning of Nov. 6 and still no decision on the election of two days before! Evidently our nerves were getting a wire edge, too, and we

tartly informed a waiting world of subscribers that "inside information" was put in this paper, not kept out of it:

> In the rush and press of these busy and exciting hours we have no time to answer their telegrams, and this must serve for a general reply and apology for apparent neglect.
>
> We can only say that all the news we have or can get is printed in The Tribune and that we have no inside information that does not appear in its columns. . . . It would have taken one man's entire time to answer one-half of the inquiries received yesterday afternoon.

* * *

No event of this period took stronger hold upon men's imaginations than the Haymarket riots and the ensuing murder trials. On May 4, 1886, a platoon of police was bombed when about to disperse an anarchist meeting in Haymarket Square, Chicago. Seven policemen were killed. Leaders of the anarchist movement in Chicago were tried for murder as instigators of the crime, though no attempt was made to prove that they were present or even that they knew who made or who threw the bomb. They had preached assassination and revolution and the policemen had been killed by some one influenced by that preaching. On this basis they were convicted and sentenced—four to death, three to imprisonment. The Tribune vigorously upheld the justice of these convictions and criticised the action of Governor John P. Altgeld (first democratic governor of Illinois in forty years) when, on July 26, 1893, he pardoned those still in prison.



A HELLISH DEED.

A DYNAMITE BOMB THROWN INTO A CROWD OF POLICEMEN.

It Explodes and Covers the Street with Dead and Mutilated Officers—A Storm of Bullets Follows—The Police Return the Fire and Wound a Number of Rioters—Harrowing Scenes at the Desplaines Street Station—A Night of Terror.

A dynamite bomb thrown into a squad of policemen sent to disperse a mob at the corner of Desplaines and Randolph streets last night exploded with terrific force, killing and injuring nearly fifty men. The following is a partial list of the dead and wounded policemen:

JOSEPH DEAGAN, West Lake Street Station; fell dead in front of the Desplaines Street Station, by the order of Detective John McDonald. He had gallantly rushed to walk from the scene of the

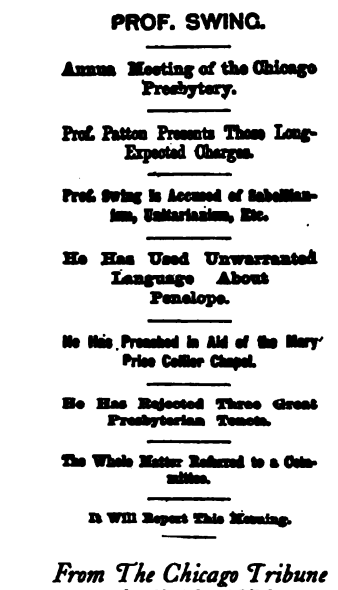
From The Chicago Tribune
May 5, 1886

The scandalously high protective Republican platform of 1888 (General Benjamin Harrison's campaign) was forced upon the party despite The Tribune's vigorous declaration that the Mississippi valley was not enamored of excessive protection any longer, and it imparted its scorn

of the document in rhymes that traveled far and still are quoted in the histories (see Paxson: "Recent History of the United States," p. 140):

Protection, in a nutshell, means
A right for certain classes;
A little law that intervenes
To help them rob the masses.
The rich may put their prices high;
The poor shall be compelled to buy.

This period also saw the rise and fall of the Parnell-Gladstone movement for Irish Home Rule. Medill had been born in New Brunswick of Presbyterian parents from the north of Ireland, but was a consistent supporter of the various Home Rule bills. A great deal of space was devoted to Irish news in The Tribune.



PROF. SWING.

Annual Meeting of the Chicago Presbytery.

Prof. Patton Presents Those Long-Expected Charges.

Prof. Swing Is Accused of Rebellianism, Unitarianism, Etc.

He Has Used Unwarranted Language About Penelope.

He Has Preached in Aid of the Mary Price Collier Chapel.

He Has Rejected Three Great Presbyterian Tenets.

The Whole Matter Referred to a Committee.

It Will Report This Morning.

From The Chicago Tribune
April 14, 1874

Chicago is famous the world over for having reversed the flow of its river, forcing a stream to drain Lake Michigan after it had emptied into the lake for eons. In this achievement, The Tribune had no small part. It stood consistently for the Drainage Canal project, and in 1889, Joseph Medill went to Springfield and exerted his personal influence to the utmost to see that the necessary legislation was passed. He did not live to see the completion of this gigantic public improvement, nor to see his grandson elected president of the canal board.

Alfred Cowles, one of the factors of The Tribune's upbuilding, died in 1889 and his colleague, "Governor" or "Deacon" Bross, as he was better known, stood too long with head uncovered at Mr. Cowles' funeral, and contracted an illness that led to his death within a month.

* * *

There had always been a bond of comradeship among the men who made The Tribune and on January 1, 1890, the management sought to strengthen this sentiment by inviting all employes to a "family dinner." These dinners were held each year until 1908 when the force had grown so large that they became impractical. The following year The Tribune presented each employe with a gold piece in lieu of the dinner, and from this has developed the present generous system of annual bonuses. These bonuses are figured on a scale of percentages of the salary received during the year just ended. The lower salaries and the longer terms of service receive the highest percentages and vice versa. The Tribune's first pension system was inaugurated in 1911. The present day program of pensions, insurance, etc., is chronicled in a subsequent chapter entitled "Medill Council."

* * *

That Chicago had fully recovered from the terrible blows of War and Fire was evidenced when America talked of celebrating the four hundredth anniversary of the landing of Columbus. Up rose Chicago with indomitable business pluck and audacity to claim the Fair. New York wanted it. St. Louis cried for it. Washington was in a mood to bleed and die for it. Chicago business men, with characteristic spunk, fell to and raised $10,000,000, an argument neither New York nor Washington could match.

A wonder of wonders, that fair, in and of itself. The flat, prosaic plain enclosed within the borders of Jackson park had become a scenic paradise, with its lovely lagoons, its wooded island, its masterpieces of landscape architecture. Palaces of consummate beauty had risen majestic. Never before had buildings at once so vast, so exquisite, and so numerous grouped themselves in a superbly harmonious composition, nor, has there since been anything anywhere to rival the total effect of grandeur, stateliness, and monumental splendor.

There is a strong temptation, always, to overestimate the educational value of a world's fair. Just because the

turnstiles at Jackson park registered admissions aggregating 27,530,460 it hardly follows that visitors carried home accurate information anything like commensurate with those figures. On the other hand, it is as easy to understate a world's fair's cultural influence. At Chicago it was tremendous. Multitudes enjoyed their first delicious acquaintance with painting, with sculpture, and with superb monumental architecture. No one thing that ever happened in America tended more directly—indeed no one thing that ever happened in America tended half so directly —toward the evolution of a public for great art.

Joseph Medill appreciated fully the great possibilities of the fair. He was one of the original stockholders and a director. He saw to it that The Tribune led in the presentation of its beauties and glories. A special bureau was maintained in the Administration Building from which Tribune reporters covered all activities and telegraphed full reports to the paper, where all "Fair" news was handled by a special copy desk.

IN *1869 The Tribune occupied the above building—erected for it at a cost of $225,000. In 1871 the issues of October 9 and 10 were missed when the building was engulfed in the great conflagration. On the first anniversary of the Fire we moved into the $250,000 structure shown below.*

THE COURT OF HONOR, *looking east from balcony of the Administration Building. This was one of the most inspiring views afforded by the World's Fair. At the left of the picture is the Manufactures Building, with Agricultural Hall on the right.*

VIEW *from the roof-promenade of the Manufactures Building. In the foreground is the Wooded Island, with the Japanese Building at its northern end. Fronting the Lagoon on the left is the Woman's Building; further to the right is the Illinois Building, with its lofty dome surmounted by a flagstaff which marked the highest elevation on the grounds; while at the extreme right is one of the circular wings of the Fisheries Building. In the background of the picture stretches the Chicago of '93.*

From the Fair to the World War

1893-1914

FOLLOWING the fair came crop failures, hard times, Coxey's "Army," and the industrial warfare known as the "Debs" or "Pullman" strike, which flared up in Chicago and radiated to every part of the United States.

The Tribune, while fiercely opposed to Debs as the legitimate successor of the anarchists and the representative of violence was, nevertheless, keenly critical of the attitude of George M. Pullman who refused to make any conciliatory move. The Tribune warmly supported President Cleveland when he sent Federal troops to Chicago and it denounced the inactivity of Governor Altgeld.

An incident at this period shows how the new order in journalism was coming into its own on The Tribune, coincident with a new epoch in civic affairs. Mr. Medill one day ordered the city editor to preface every mention of Mr. Debs' name with the word "Dictator." So the following morning The Tribune was liberally sprinkled with references to "Dictator" Debs. R. W. Patterson, general manager, demanded an explanation of the city editor, stating that the day had passed for permeating the news columns with editorial comments. The next day the paper appeared without the word "Dictator" and Mr. Medill called the unfortunate city editor on the carpet to know why his orders had not been obeyed. He was referred to Mr. Patterson and finally yielded to him.

From that time on, practically the entire burden of Tribune management rested on Patterson's shoulders and The Tribune progressed surprisingly, while its competitors slipped backward. The Times, once The Tribune's most formidable rival, merged with The Herald as The Times-Herald, and later this new paper was absorbed by The Record and the name became Record-Herald.

In 1892, The Tribune had installed new presses, the first of their kind ever built, capable of producing four-page to twenty-four-page papers at the rate of 72,000 eight-page papers per hour. The Sunday paper was now beginning to develop and in it Mr. Patterson took particular interest. On November 6, 1887, a twenty-eight-page Sunday paper was gotten out in four parts, inaugurating this method of dividing the Sunday issue. On September 14, 1890, a record was set with a forty-page Sunday paper.

In 1895, The Tribune startled the newspaper world by reducing its price to one cent daily. Before the Civil War the price had been three cents, raised to five cents in 1864, reduced to three cents in 1886, and reduced to two cents in 1888. It was found impossible to maintain the one cent price, however, and after the Spanish War, the price again became two cents. In 1910 another attempt was made to sell the paper for one cent, but the European War again raised production costs so that the two cent price was made necessary.

* * *

When the Cosmopolitan Electric Company 50-year grab and the Ogden Gas ordinance were simultaneously introduced in the council on February 25, 1895, there arose a great cry of graft and boodle. The Tribune led in unsparing denunciation of these "monuments of corruption." "Two more infamous aldermanic jobs" is the title of an editorial demanding the legislature then in session to take from the idiots and boodlers the power to grant franchises and give away the city's rights.

"Birds of a Feather Flock Together"—"Anti Boodle"—"Let Us Have an Absolute Veto," "Stands by the Boodle Gang—Mayor Approves Ogden Gas and Amends Cosmopolitan."

As a result of the campaign against these measures the mayor who signed them, John P. Hopkins, was unwilling to risk a stand for reelection five weeks later. And his candidate was defeated. And as a second result of The

Tribune's tireless campaign against the boodle aldermen the honest forces of the community laid the basis of the organization of the Municipal Voters' League, which was instrumental in cleaning up the council and putting gray wolves in the minority.

The Tribune fought aggressively in the interest of the public against the infamous Humphrey and Allen bills which would have turned the streets of the city over to the Yerkes car line system for a half century.

Early in the spring of 1897, John Humphrey, on behalf of Yerkes, introduced his twin bills in the legislature. These took from the city council all power over traction franchises. The late Edward C. Curtis, who has been named in the conspiracy charged against the present governor, Len Small, was at that time speaker of the House. At the crisis of one of the fights Curtis became ill and left Springfield with a substitute speaker in the chair of the House and it was rumored Curtis was afflicted with a "gumboil." Hence the sobriquet of the day, "Gumboil Curtis."

A terrific battle was waged against the measures by The Tribune, which was seconded by such men as Mayor Harrison, John H. Hamline, John M. Harlan, Frank J. Loesch, Edwin Burritt Smith and the Civic Federation. The measures came to a vote on May 12, 1897, and were defeated by a 4 to 1 vote.

On the night of his defeat and denunciation as the most audacious boodler in the country, Yerkes used some now familiar language: "The newspaper trust has done everything to demoralize the people and to injure Chicago. The most brazen and glaring untruths, etc., etc. Newspaper trust! Newspaper trust!"

But Yerkes was not so easily licked. He went back to Springfield with new but similar measures, which were finally rounded out as the Allen bill, which gave the city council power to grant fifty-year franchises. The same energetic fight was put up against the Allen bill, but on

June 9 of the same year (1897) it became a law. Gov. Tanner signed it after Yerkes had said to him, "The newspapers do not express the sentiment of the people of Chicago."

This odious Allen law, denounced day by day by The Tribune as a boodle measure bought by bribery—a swindle and a robbery of the people—did not long survive. In the subsequent session of the legislature it was repealed and in the intervening months the temper of the people, enlightened by the upright press, was such as to deter any possible action by the city council. And the council during that time was improving, being lifted out of the shame of Ogden Gas days, a period of purging in which The Tribune was continually alert and aggressive.

In 1895 Raymond Patterson, The Tribune's famous Washington correspondent, secured a notable scoop on the decision of the United States Supreme court knocking out the income tax.

R. W. Patterson had been distinctively and almost exclusively a newspaper man, but in 1896 he went to the republican national convention and was very influential in having the "Gold Plank" inserted in the republican platform. Needless to say, The Tribune took an exceedingly prominent place among American newspapers in bringing about the election and the re-election of William McKinley.

* * *

The Spanish American War was marked by one spectacular Tribune achievement—the great scoop on May 7, 1898, which enabled The Tribune to telephone to President McKinley and to the Secretary of the Navy and the Secretary of War in Washington the fact that on May 1, Dewey had defeated the Spanish Fleet in Manila Bay. When war broke out, Edward W. Harden, a Chicago newspaper man, was in the Orient. The Tribune and The New York World arranged with him by cable to accompany Dewey's Fleet. After the victory, the cables having been cut by

Dewey, there ensued a week of waiting. The world knew that Dewey should have attacked Manila, but there was no way of receiving word until Harden reached Hong Kong and filed his story to The New York World and The Chicago Tribune. It reached New York too late for any regular edition of the World, but arrived in Chicago before the "final" had gone to press. Earlier Tribune editions were recalled from railway stations and replaced with new ones containing the big news.

Only one Illinois regiment reached Cuba, so there was comparatively little news of fighting from Tribune staff correspondents, but there were powerful stories dealing with the scandalous conditions at Chattanooga, Tampa, and Montauk Point. In fact, the campaign for military preparedness, which was then inaugurated has never been allowed to lag. The Tribune has endeavored to keep constantly before its readers the terrible consequences visited upon the volunteer soldier by failure to prepare for war in times of peace.

The Chicago Daily Tribune.

POPE MOVES FOR PEACE.

5:30 A.M. EXTRA 5:30 A.M.

DIRECT NEWS FROM DEWEY!

NO AMERICAN SHIP LOST!

NOT ONE AMERICAN KILLED!

ONLY SIX AMERICANS INJURED!

ELEVEN SPANISH SHIPS SUNK!

300 SPANIARDS ARE KILLED!

400 SPANIARDS INJURED!

BY E. W. HARDEN OF CHICAGO.

From The Chicago Tribune of May 7, 1898

Little Labor Trouble in Tribune History

The Tribune had its first strike at a critical point in the war. On Friday, July 1, 1898, the stereotypers' union, having refused arbitration, called a strike on all Chicago newspapers. No paper was issued until July 6. In the meantime, the Spanish fleet was destroyed at Santiago and the French liner La Bourgogne sunk off Nova Scotia with a loss of 553 lives. Newspapers from Joliet, Milwaukee, and other cities poured into Chicago and sold for as much as half a dollar a copy.

The only other strike in Tribune history was one which affected all Chicago papers in 1912. It grew out of trouble between the pressmen and the publishers of W. R. Hearst's Chicago newspapers. It involved the pressmen, stereotypers, drivers, and newsboys, but did not prevent the publication and distribution of The Tribune.

Trouble between The Tribune and its employes is a decidedly abnormal event. There has never been a strike among Tribune compositors. The stability of the organization is evidenced by the following tabulation showing the length of continuous service of employes as of January 1, 1922:

Department	Less Than 5 Years	5 to 10 Years	10 to 25 Years	25 to 35 Years	35 to 45 Years	45 to 55 Years	56 Years	Total
Advertising, Classified	117	8	5	1				131
Advertising, Display	98	12	11	1				122
Auditing	157	24	10	1				192
Building	90	8	26					124
Circulation	196	45	16	1				258
Composing	57	39	63	20	7	3	1	190
Editorial	149	25	32	1				207
Electrotype	4		1					5
Etching	44	18	7	1				70
European	5	1						6
Executive	5	5	14	2	1			27
General	82	8	5					95
Press	92	49	7		2			150
Rec. & Warehouse	19	1	1					21
Stereotype	28	2	9	1				40
Total	1143	245	207	29	10	3	1	1638

The Spanish War caused a wave of interest in world affairs and The Tribune established staff correspondents in London, Paris, Rome, Berlin and Vienna. These foreign bureaus were not continued, however, and from the opening of the twentieth century, until the World War, The Tribune's journalistic achievements were chiefly in local and national news, though it recorded a scoop in the fall of Port Arthur to the Japanese.

Joseph Medill died March 16, 1899, at San Antonio, Texas. His last words were "What is the news?" During the last several years of his life he had participated very little in the active management of The Tribune.

* * *

The increasing circulation and advertising under the regime of R. W. Patterson made it imperative that The Tribune secure new and better quarters. It was determined to erect a splendid skyscraper, and a number of sites were under consideration. The corner of Dearborn and Madison Streets, which had been occupied by The Tribune for thirty years, was not seriously considered because of the rule which provided that school board property would be leased only subject to revaluation every five years. There was a movement on foot, however, to do away with this policy, since practically all school property was covered with dilapidated shacks, it being economically impossible for lessees to spend money on adequate improvements. As a result The Tribune was offered a ninety-nine year lease if it would agree to improve its corner with a two million dollar building, which would revert to the school board at the end of the lease.

This subject is taken up more in detail in a later chapter of this book, headed "Building Department." Three successive school boards ratified The Tribune lease and the modern seventeen-story structure which now stands at Madison and Dearborn is the result. It was occupied by The Tribune in 1902 with the expectation that the new machinery and the great structure would be ample for

Tribune requirements until the end of the lease. It was outgrown in twenty years.

* * *

In 1899 The Tribune began its crusade for a Sane Fourth—a crusade which was successful after twenty years of consistent hammering. As a result thousands of children are saved from death or mutilation every year. Collier's Weekly tells the story of the inception of this campaign as follows:

On the Fourth of July, 1899, Managing Editor Keeley of The Tribune was at the bedside of his small daughter, who was on the verge of death. The air about his home was filled with the din of that barbarous demonstration which as a matter of unquestioned fact we had come to associate with the demonstration of patriotism. Keeley hovering over his little child, anxious to the point of frenzy, thought this noise was pushing her out of the world. Late in the afternoon in the midst of his distraction he called up The Tribune office to speak to his secretary, but there was so much of the clatter of celebration at both ends of the line that for a time neither could hear the other. An idea came to Keeley: "Get reports from thirty cities on the number of killed and injured by this blankety-blank foolery," he said, "and let's see what it looks like."

Ten minutes later he called up again and dictated the exact form of the message to be sent, and added: "Make it a hundred cities, get the figures in shape, and we will print them."

The next morning on the front page of The Tribune there was a column devoted to the Fourth of July horror. On the following morning, with more data at hand, the results were elaborated in three terrible columns. This was the beginning of The Tribune's campaign for a sane Fourth. At first, papers and people jeered, but year after year The Tribune continued to tabulate the ghastly results until the battle was won.

* * *

The terrible disaster of the Iroquois Fire stunned Chicago on December 30, 1903. The manner in which this great story was handled by The Tribune is familiar to students of American newspaper history. On the day following the fire the entire first page of The Tribune contained nothing except the names of 571 dead and missing. Before sunrise that same morning twenty members of The Tribune staff had been sent out with lists of names to secure photographs, and on New Years' morning, The Tribune printed several times as many pictures of victims of the disaster as the other Chicago papers combined.

THIS *mudhole is the corner of Madison and Dearborn Streets as it looked in 1860. At the farther corner of Postoffice Alley is the book store of John R. Walsh.*

(Photo by courtesy of John M. Smyth)

T. E. SULLIVAN, *56 years on The Tribune, and T. B. Catlin, 48 years on The Tribune, hold the longest service records among Tribune employes. Both are compositors.*

ROBERT W. PATTERSON

MR. PATTERSON *succeeded his father-in-law, Joseph Medill, in control of The Tribune. His funeral in 1910 was one of the most impressive events of the time because, dying within a few hours of his mother, the service for them both was held in the same church on the same day. That was the Second Presbyterian church, of which Mr. Patterson's father had long been minister. R. W. Patterson's characteristics were justly appraised by the Illinois State Journal in its notice of his death. "He realized," said that paper, "that changes come slowly, that reforms cannot be effected in a day, that patience is a requisite to the accomplishment of any important fact. Better still, he appreciated the saving grace of good nature in the crusader. He seldom lost his temper, and defeat never ruffled him." He was born in Chicago in 1850.*

Following the Iroquois Fire The Tribune pressed for the prosecution of those responsible and organized The Tribune Committee of Safety composed of leading engineers and architects. This Committee formulated specific demands for a reform in Chicago's building code; demands which were incorporated in city ordinances and which have undoubtedly prevented many disasters during the intervening years.

On the morning of December 18, 1905, The Tribune scored a scoop on the failure of the banks of John R. Walsh. One consequence of these failures was the discontinuance of Walsh's newspaper, The Chronicle, which suspended publication May 31, 1907.

In 1906 The Tribune played an even more spectacular part in giving the world news in connection with a bank failure. Managing Editor James Keeley trailed the absconding bank president, Paul O. Stensland, to his hiding place in Morocco and induced him to return voluntarily to Chicago. During the same year it printed the correspondence between Roosevelt and the Storers which caused an international sensation.

Throughout the administration of Mayor Edward F. Dunne The Tribune vigorously opposed his program for the municipal ownership and operation of the street car system, and criticized the management of school affairs. As a result suit was begun to invalidate the lease of the property on which The Tribune Building stands. Three courts decided on every point in favor of The Tribune.

* * *

Nonpartisanship in the handling of news had developed to such a point on The Tribune that this avowedly republican newspaper issued a series of special editions in Denver throughout the democratic national convention of 1908.

A full staff of editors, reporters, artists, photographers, and telegraphers was taken west in a private car. The Rocky Mountain News loaned its mechanical facilities, and also assisted in securing distribution. Leased wires sup-

plied The Tribune in Denver with all news of Chicago and the Central West and also supplied The Tribune in Chicago with complete reports of the convention.

A year later, when an imposing expedition of business men and legislators headed by President Taft journeyed down the Missouri and Mississippi to the Gulf of Mexico, The Tribune published its famous "Deep Waterways Editions" at St. Louis, Memphis, Natchez and New Orleans. The St. Louis Star, the Memphis Commercial Appeal, the Natchez Democrat, the New Orleans Item, and the New Orleans Times-Picayune gave generous assistance. Again, in 1921, a special edition of The Tribune was printed on the presses of The Commercial Appeal and distributed on the train carrying the investment bankers of the country to their national convention in New Orleans.

* * *

Irrigation and scientific agriculture had at this period developed a new wave of colonization throughout the United States. Public interest in undeveloped sections and in agricultural opportunities was great. Chicago, as the railroad center of the nation, was the focus of colonization activity in which The Tribune naturally became a leader. At a dinner in February, 1909, attended by men influential in land development, it was suggested that a great land exposition be held in Chicago the succeeding fall. The Tribune offered to start this exposition, guaranteeing its financial responsibility by a contribution of $25,000. In the first prospectus sent out it was stated: "The railroad and land interests in Chicago have initiated a movement to hold an exposition in Chicago for the exploitation of our country's undeveloped land resources and have arranged with The Chicago Tribune, as a non-competing interest, to assume financial and executive responsibility."

A Land Show was held in the Coliseum during November and December. It was generously supported by railways, state departments of agriculture, chambers of commerce, and similar organizations in sections seeking settlers. It

attracted tremendous crowds, not only from Chicago, but from the entire Central West. Nevertheless the deficit which The Tribune was obliged to pay amounted to more than $40,000.

The following year The Chicago Tribune, feeling unable to assume such a great burden again, turned the Land Show over to some Chicago business men who felt that they could run it in a manner satisfactory to exhibitors and to the public, and still make a profit. A successful Land Show was held in the winter of 1910 under their auspices and a small profit was made.

They undertook to repeat the show in 1911, but introduced a new element by offering free lots with every paid admission.

Each person attending the show was presented with a coupon giving him the right to a lot on payment of approximately three dollars for abstract, and recording fees. More than 40,000 of those attending the Land Show paid this money to the promoters of the show and were given receipts, and promised deeds and abstracts at some future time. The land in Michigan, which the Land Show promoters proposed to subdivide into building lots, was inaccessible and covered with snow, so that the surveying and platting of it was extremely difficult.

Those who had paid their money became exceedingly impatient as months went by and no deeds were received. Although The Tribune had had no control over the 1910 or 1911 land shows, the institution was popularly known as "The Tribune Land Show," and great numbers of protesting lot owners began calling on The Tribune for their deeds. Exhibitors had also been exceedingly indignant at the lot scheme and their denunciation of the 1911 Land Show in every part of the United States was distasteful and injurious to The Tribune.

An arrangement was made, therefore, by which the Land Show was transferred back to The Tribune and its recent owners were put under bond to deliver the lots that had

been promised. The Tribune, having given birth to this unique exposition, was anxious to restore it in the esteem and respect of exhibitors and the public. The Tribune formed a corporation known as the United States Land Show, which held shows in the Coliseum in the winters of 1912 and 1913. In each instance there was a substantial deficit paid by The Tribune. At the 1913 Land Show a large number of Ojibway Indians were brought to Chicago and presented the Hiawatha Legend in pantomime. Exhibitors included the United States Government, the University of Illinois, the Canadian Government, Province of British Columbia, Province of Alberta, State of New York, State of Oregon, State of Alabama, State of Ohio, State of West Virginia, State of Mississippi, and the Great Northern, Canadian Pacific, Canadian Northern and Grand Trunk Railroads.

During these years The Tribune also conducted in the Sunday paper a "Forward to the Land Bureau" which answered many thousands of inquiries concerning agricultural conditions in various sections.

* * *

In December, 1909, The Tribune received a letter from one of its readers, who asked that his letter be printed in The Tribune without disclosing his identity. The original Good Fellow is still anonymous, but his letter initiated a movement which makes many thousands of children of the poor happy each Christmas. The famous Good Fellow letter as it appeared in The Tribune of December 10, 1909, follows:

To the Good Fellows of Chicago:

Last Christmas and New Years' eve you and I went out for a good time and spent from $10 to $200. Last Christmas morning over 5,000 children awoke to an empty stocking—the bitter pain of disappointment that Santa Claus had forgotten them. Perhaps it wasn't our fault. We had provided for our own; we had also reflected in a passing way on those less fortunate than our own, but they seemed far off and we didn't know where to find them. Perhaps in the hundred and one things we had to do some of us didn't think of that heart sorrow of the child over the empty stocking.

Now, old man, here's a chance. I have tried it for the last five years and ask you to consider it. Just send your name and address to

The Tribune—address Santa Claus—state about how many children you are willing to protect against grief over that empty stocking, inclose a two-cent stamp and you will be furnished with the names, addresses, sex, and age of that many children. It is then up to you, you do the rest. Select your own present, spend 50 cents or $50, and send or take your gifts to those children on Christmas eve. You pay not a cent more than you want to pay—every cent goes just where you want it to go. You gain neither notoriety nor advertising; you deal with no organization; no record will be kept; your letter will be returned to you with its answer. The whole plan is just as anonymous as old Santa Claus himself.

This is not a newspaper scheme. The Tribune was asked to aid in reaching the good fellows by publishing this suggestion and to receive your communication in order that you may be assured of good faith and to preserve the anonymous character of this work. The identity of the writer of this appeal will not be disclosed. He assumes the responsibility of finding the children and sending you their names and guarantees that whatever you bestow will be deserved.

Neither you nor I get anything out of this, except the feeling that you have saved some child from sorrow on Christmas morning. If that is not enough for you then you have wasted time in reading this—it is not intended for you, but for the good fellows of Chicago.

Perhaps a twenty-five cent doll or a ten cent tin toy wouldn't mean much to the children you know, but to the child who would find them in the otherwise empty stocking they mean much—the difference between utter disappointment and the joy that Santa Claus did not forget them. Here is where you and I get in. The charitable organizations attend to the bread and meat; the clothes; the necessaries; you and the rest of the good fellows furnish the toys, the nuts, the candies; the child's real Christmas.

GOOD FELLOW.

A corps of clerks are kept busy during the six weeks preceding Christmas each year distributing to Chicago Good Fellows the names of poor children whose cases have been checked by Chicago charitable organizations. If any names remain untaken on Christmas Eve, their owners are supplied with toys and Christmas cheer by The Tribune. Newspapers in other cities have taken up the Good Fellow idea until it is quite impossible to estimate the amount of happiness generated as a result of the publication of the above letter in The Tribune.

* * *

At this period The Tribune developed with amazing rapidity and success a series of novel departments of service. Dr. Wm. A. Evans, who had made a splendid record as Health Commissioner of Chicago, was employed

to conduct a daily department under the heading "How to Keep Well." The Marquis of Queensbury was brought from England to write on sports. Laura Jean Libby inaugurated a department dealing with affairs of the heart, and Lillian Russell told women how to be more beautiful. A department, known as "Friend of the People," offered to intervene with local officials in behalf of the private citizen. These Tribune departments have been widely imitated by other publishers and the idea that a newspaper should not only distribute news, guide public opinion, and offer entertainment, but should also render definite personal service is now well established.

In 1909 The Tribune began using the sub-title "World's Greatest Newspaper" occasionally in its advertising. It was later registered in Washington as a trade mark and on August 29, 1911, it began appearing as at present on the first page of The Tribune.

* * *

Early in 1910 R. W. Patterson died. He had been president of The Tribune Company and editor-in-chief since the death of Joseph Medill. For some time prior to his death he had been in poor health and a grandson of Joseph Medill, Medill McCormick, now United States Senator from Illinois, had been in charge as publisher. Shortly after the death of Mr. Patterson, Medill McCormick was forced to abandon his connection with The Tribune because of illness, and he has never since participated in its management. His brother, R. R. McCormick, had been made treasurer of The Tribune Company in 1909 and his cousin, J. M. Patterson, had been made secretary of The Tribune Company the same year. In 1914 they assumed complete control as editors and publishers.

* * *

Shortly after the death of R. W. Patterson and the retirement of Medill McCormick, a young man, named Charles White, who had been a member of the Illinois Legislature, visited The Tribune for the purpose of selling

a story of corruption in the election of William Lorimer, and other legislative acts.

Tribune reporters were hastily rushed to various points in Illinois in order to check up as far as possible on the charges which he made. All the information which could be secured seemed to corroborate them, so his story was purchased and published in The Tribune—the famous Lorimer and "jack-pot" story. After an unprecedented deadlock, which persisted through the first months of 1909, William Lorimer, Congressman and Republican boss from Chicago, had been elected to the United States Senate from Illinois by a most extraordinary combination of Republicans and Democrats. White, a Democrat, related in detail how he and other Democratic legislators had been promised money for their votes.

Part of the money was due the legislators as their share of the "jack-pot" created by contributions from various interests for which bills were killed or passed, and part of it was in direct payment for Democratic votes for a Republican Senator.

Investigations were immediately begun by grand juries in Cook and Sangamon Counties. Mike Link and J. C. Beckemeyer, two of the Democratic legislators, accused by White as members of the group paid off at the same time he was, confessed to the Cook County Grand Jury.

States Attorney Edmund Burke, in Springfield conducting an independent investigation, unearthed many corroborative facts. By representatives of office furniture concerns, he was told that certain state senators had extorted bribes as a condition precedent to the purchase of furniture for the Senate Chamber. He developed the fact that even small fishermen along the Illinois River had been forced to contribute to the "jack-pot" in order to prevent the passage of legislation which would have injured their business. Senator Holstlaw, a Democrat, a banker at Iuka, Illinois, and a pillar in his church, confessed that he had been paid for his vote for Lorimer and had gone to the

notorious West Madison Street saloon of a fellow senator to receive the cash.

States Attorneys J. E. W. Wayman of Cook County and Edmund Burke of Sangamon County prosecuted the resulting indictments with energy, but every case was lost. The reason was not long concealed. Two Chicago jurymen accused an attorney for one of the defendants of failing to pay them the amounts promised for their votes as jurymen for acquittal. Cases for jury bribing succeeded those for legislative bribing, but without convictions.

The charges against Lorimer were brought up in the United State Senate and after an investigation the Senate decided in his favor.

The Lorimer case originated as a piece of startling news submitted to The Tribune for publication and daringly published. As the case developed so many additional facts The Tribune undertook to fight for the prosecution of the guilty and the unseating of Senator Lorimer with all possible vigor. Editorials and cartoons aroused not only Chicago and Illinois, but the entire United States. Whether or not Lorimer's election had been bought became a national issue. The close of 1910 found The Tribune apparently beaten and Lorimer vindicated all along the line.

But the fight was not over. When the Illinois legislature convened in January, 1911, The Tribune proposed that it investigate the manner in which the preceding legislature had elected a United States Senator. H. H. Kohlsaat in his Record-Herald printed the charge that a fund of $100,000 had been instrumental in securing Lorimer's election. The State Senate appointed a committee in charge of Senator Helm, of Metropolis, which began seeking evidence along a new line. It endeavored to find out where the money came from with which the corrupt legislators had been paid.

Clarence Funk, general manager of the International Harvester Company, testified before this committee that a Chicago multimillionaire had asked him to contribute to

NORTH *front of The Tribune Building at Madison and Dearborn Streets—erected in 1902. The greatest Want Ad Store in the world still occupies the corner on the main floor, but the press rooms in the basement were outgrown in 1920.*

UNITED STATES *Land Show, held in the Coliseum under Tribune auspices in the winter of 1912.*

LIBRARY *in Tribune Plant.*

a fund for paying the expenses of Lorimer's election. Other evidence of the same nature was developed by the Helm committee as the result of which the case was reopened by the United States Senate. And, after going into the new evidence, a vote was taken and Lorimer's seat was declared vacant.

The Tribune has been highly praised and bitterly blamed for its tactics in the Lorimer case. The vehemence with which it fought on after Lorimer had secured his "vindication" aroused the enmity of Lorimer's innumerable friends. These friends have sought to blame The Tribune for the failure of Lorimer's bank, but it has been clearly shown by trials in the criminal courts that this failure was due to corrupt banking and not to Tribune publicity.

To The Tribune, Lorimer was a symbol of a vicious political system which it had always fought and which it is still fighting. Lorimer has long ceased to be a factor, but the fight against all that he represented still goes on. At the time the Lorimer case was at its height a faction of Republicans, of which he had been boss, organized what was known as the Lincoln League to fight their battles. Prominent in this League were Len Small, now Governor of Illinois; Wm. Hale Thompson, now Mayor of Chicago; and Fred Lundin, boss of the "Thompson" Republicans. Against these men The Tribune is still fighting the war for clean government of which the Lorimer case was one spectacular battle.

* * *

Always enthusiastically for Roosevelt, The Tribune was insistent that he should run for President in 1912. Early in that year, when Roosevelt was consistently refusing to oppose Taft, The Tribune undertook to secure a direct primary in Illinois which would prove conclusively that the people were still eager for "T. R."

There was no law providing for a presidential primary in Illinois and the legislature was not scheduled to meet until January, 1913. The Tribune urged Governor Deneen

to call the legislature in special session. Deneen refused. Time grew short. The Tribune hammered away, arousing public sentiment.

At last the governor promised that he would call the legislature if, within a specified brief interval, The Tribune secured definite pledges from a two-thirds majority of the senate and house to vote for the desired legislation.

The Tribune undertook the task with enthusiasm and determination. At 3 o'clock on the morning of the last day it had two less than the required number of men, but the "final" edition that morning carried the full list of pledged legislators. The law was passed. The primary was held. Roosevelt won decisively over Taft.

Then began the fight for progressive principles, and later for Roosevelt, although it never supported the Progressive Party. The Tribune has been steadfastly Republican, but it considered Roosevelt a better Republican under any label than Aldrich with the party organization in his pocket, and it never felt bound to support corrupt local machines simply because their candidates were listed under the Republican circle.

* * *

Up to this time advertising has figured little in Tribune history. The Tribune's substantial circulation among the best classes of Chicago and the Central West attracted a considerable volume of advertising. The Tribune had always been free to be independent in its utterances because it was a profitable commercial institution.

In 1905 there were only seven employees in the advertising department. Then a more intensive solicitation of Want Ads was begun. New uses and new users for this type of advertising were discovered and developed. A similar process was undertaken as to display advertising and in 1910 The Tribune printed, not only more advertising than appeared in any other Chicago newspaper, but more than appeared in any other newspaper in the six largest cities of the United States.

Now came a conception of the economic value of advertising—its already great and potentially tremendous importance to readers.

In the winter of 1911-1912 a determined effort was being made by large financial interests to revive the rather decrepit Record-Herald, successor to The Herald, The Record and The Times. Money was being spent like water to secure circulation. Clocks, arm chairs, sets of dishes, etc., were being given as premiums, and Record-Herald circulation was soaring.

The Tribune had offered premiums in the past to secure circulation, but in this emergency they were discarded—and have never been used since. Instead, an entirely novel idea was worked out. This idea was to secure circulation and checkmate the plans of The Record-Herald by advertising Tribune advertising.

A splendid campaign was prepared and run not only in The Tribune, but also in three leading evening newspapers. The plan was to advertise the advertising in The Tribune and thereby make it still more productive to the advertiser and more serviceable to the reader. Within six weeks an increase of 20,000 in Sunday circulation was credited to this advertising.

Hundreds of thousands of readers had their attention focused on one division of Tribune advertising after another —shoes, bonds, flowers, hats, etc. Volume of advertising soared even faster than circulation and The Record-Herald was definitely and finally distanced.

* * *

The immediate success of its local advertising encouraged The Tribune to launch a campaign in other cities seeking advertising from manufacturers. Copy telling of the power of The Tribune in its market—The Chicago Territory—was run in newspapers in sixteen major cities. A direct mail campaign supplemented the newspaper advertising both locally and nationally.

As a result of becoming an extensive buyer as well as seller of advertising, The Tribune during 1912 gained 1,600 columns over 1911, and was the only Chicago paper that did score a gain in advertising.

Development of advertising solicitation was pushed vigorously. A copy and art department was started to assist local advertisers and a merchandising service department began the organization of assistance to manufacturers. The work of this department is told in detail in the chapter on the Advertising Division, page 193. By advancing and living up to the theory that retailers should be *persuaded* to stock any product before it is advertised, not *forced* to stock it by means of advertising, The Tribune has done much to take the "blue sky" out of advertising.

Hundreds of newspapers have studied what The Tribune has done in this field, and have been assisted by The Tribune in developing similar departments for themselves. The Tribune has been a large factor in showing the business world how to "merchandise" advertising systematically and profitably.

* * *

More care in the censorship of advertising had gone hand in hand with its increase in volume. In three striking instances The Tribune felt it necessary, not only to bar a class of advertisers from its columns, but also to expose them. Crusades, ultimately of national import, were launched against loan sharks, "men's specialist" medical quacks, and clairvoyants.

To crush the loan sharks, The Tribune enlisted the assistance of eighty Chicago attorneys who volunteered to give their services free in fighting the usurers. Victims were invited to submit their cases to The Tribune, where the facts were analyzed and recorded. Each one was then assigned to a competent lawyer. Daniel P. Trude, now a judge, headed the group of lawyers and donated practically all of his time to the work for more than a year.

Judge Landis, long known as a foe of the extortioners, presided in the bankruptcy court and was a tower of strength

to the campaign. One notorious shark committed suicide. A number decamped for other cities. Disbarment proceedings were begun against a lawyer loan shark. Interest payments running up to several hundred per cent were revealed as quite common. Hundreds of unfortunates were released from the jaws of the sharks. Names of victims were not used in The Tribune.

News of the battles aroused such public sentiment that the legislature was led to pass remedial laws, and eventually the other Chicago papers even found it advisable to eliminate loan shark advertising.

After routing the loan sharks The Tribune turned its attention to a group of medical sharks, whose extravagant claims and bearded faces crowded the columns of other papers.

Reporters, carefully examined and found physically sound, were sent to call on these "men's specialists." Almost invariably the "specialist" at a glance discovered all the symptoms of venereal disease and sought to terrify his patient into the payment of fat fees.

The Tribune's stories resulted in the elimination of this sort of fake advertising from Chicago newspapers, and many of the "quack docs" left the city. The series of stories was reprinted in book form by the American Medical Association and given wide circulation.

The Tribune's exposures of clairvoyants led to criminal prosecutions in which it was shown that payments of graft to police and of newspaper advertising bills were their chief expenses.

The Tribune's financial censorship was made more and more stringent and extended to Want Ads as well as to Display Advertising. A complete code of rules governing the admissibility of financial advertising was printed, the first code of its kind ever issued.

When the Illinois legislature passed a "Blue Sky" law many concerns which had been barred from The Tribune qualified under it and then hastened to The Tribune with

their ads, confident that they would now be permitted to buy space. To their surprise they found The Tribune far more strict than the state "Blue Sky" commission. Unless they met Tribune requirements for the protection of investors, their money was refused.

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The Tribune Investors' Guide

The Tribune went beyond this and established a department known as the Investors' Guide, which by letter and through the columns of The Tribune has replied to more than one hundred thousand specific inquiries concerning the character of investments.

* * *

In 1911, The Tribune had won its battle with the Record-Herald and that paper had declined steadily. In 1914, however, it was combined with the Inter-Ocean under the name Chicago Herald. It had the backing of big local advertisers and of some of Chicago's greatest fortunes. The new paper set out to compete vigorously for advertising and circulation.

Net results may be summarized in the following tabulation of Chicago Tribune circulation and advertising:

	1914	1921	
Advertising (columns)...	43,503	76,703	33,200
	March Statements		
	1914	1922	Gain
Daily Circulation.....	261,278	499,725	238,447
Sunday Circulation.....	406,556	827,028	420,472

Considering the increases in rates necessitated by the war, this means that aftersixty-seven years of steady progress, The Tribune *doubled* its circulation and advertising receipts during the past eight years. The Herald, after

four years of struggle, was absorbed by Hearst's Chicago Examiner in 1918, and the name of the latter paper changed to The Herald and Examiner.

Such amazing growth as The Tribune has made during the past eight crowded years is analyzed only with difficulty by one so close to it, but it cannot be passed over if we are to give any true conception of what The Chicago Tribune *is*.

FINAL WAR EXTRA

The Chicago Daily Tribune.

WEDNESDAY, AUGUST 5, 1914.—TWENTY-TWO PAGES.—TWO PARTS. PRICE ONE CENT

NAVAL BATTLE IMPENDS; BRITISH SHIP SUNK

ENGLAND AT WAR

MARTIAL LAW IN ANTWERP; GERMANS EXPELLED

LONDON, AUG. 5, 5 A. M.—A British mine laying ship has been sunk by a German fleet. The British torpedo boat destroyer Pathfinder was pursued by the fleet but escaped.

ANTWERP, Aug. 5.—Serious anti-German rioting occurred today. A mob sacked the German cafes and tore the escutcheon from the German consulate. The police being unable to check the disorders, the military governor placed the city under martial law and ordered the expulsion of all German residents.

FRANCE HURLS DEFIANCE AT GERMAN ALLIES

Ar'on Ready to Fight Any Country Which Supports Kaiser.

PREMIER TELLS STAN-

'TO ARMS!' IS BELGIAN CRY; FUND VOTED

Decrees $40,000,000 to Halt German Invasion.

KAISER GETS ONE BILLION FOR WAR USE

Parliament Passes Bill to Provide Fund to Pay Expenses.

GREAT BRITAIN ACTS WHEN KAISER DEFIES BELGIAN NEUTRALITY

LONDON, Aug. 4 (Received 8:46 P. M., Chicago time).—Great Britain declared war on Germany at 7 o'clock tonight.

GREAT NAVAL BATTLE AT HAND; RUMORS OF CLASHING FLEETS.

Mobilize Our Commercial Power.

The World War and After

1914-1922

DURING the months which immediately preceded the opening of the World War in 1914, The Tribune laid a foundation for new records in circulation and advertising. The first step was to capitalize the soaring motion picture craze for Tribune benefit. This was done in three ways.

First, The Tribune originated the idea of printing a daily directory of motion picture theaters and their attractions. Advertising men said it couldn't be done, that a neighborhood theater could not afford to pay Tribune rates to print its program when only a few thousand out of The Tribune's hundreds of thousands of readers are prospective patrons. It was stiff pioneering work for the advertising department, but the Motion Picture Directory is now a solidly established feature of The Tribune. It is a service highly valued by readers. It is profitable to advertisers. It brings in more revenue to The Tribune than all other forms of amusement advertising combined. The marvelous development of the motion picture industry is in turn greatly indebted to the large advertising which it used while the older forms of amusement stood conservatively inert.

Second, The Tribune originated the idea of printing a serial story in conjunction with its picturization in the movies. The Adventures of Kathlyn was the first serial thus filmed. It was advertised extensively and sent the circulation of The Sunday Tribune swiftly upward.

Third, when the World War dwarfed everything else on earth The Tribune not only covered it with staff correspondents, but sent its own motion picture photographer to the front in Belgium, in Germany, in Poland and in Russia. These "War Movies of The Chicago Tribune"

The Chicago Daily Tribune.

THURSDAY, FEBRUARY 1, 1917.—THIRTY-TWO PAGES.

"SINK ALL SHIPS"—KAISER

DRAWS DEADLINE ABOUT EUROPE; BARS VESSELS OF NEUTRALS; U. S. ALLOWED ONE BOAT WEEKLY

MALONE SHUTS NEW YORK PORT TO ALL SHIPS

Neutral and Belligerent Vessels Barred from Putting to Sea.

ROOSEVELT

PRESS VIEWS GERMAN NOTE IN GRAVE TONE

Some Hold It Last Straw—Would Hand Passports to Von Bernstorff.

U. S. IS FACING PERIL OF BREAK WITH GERMANY

Wilson May Follow Threat Made in His Note on Sussex Case.

BELIEVE BRITISH CENSOR HOLDING HOLLWEG SPEECH

REPLY BY GERMANY TO PRESIDENT WILSON'S PEACE NOTE

All Records Broken

Advertising Printed by The Tribune

The Chicago Tribune

HOG PRICES RISE, EGGS FOLLOW SUIT

Here is the first of a striking series of three pages which review our entry into the War. On February 1, 1917, Germany announced unrestricted submarine warfare. The Kaiser did not know it, but that edict was summoning three million American soldiers to France.

The Chicago Sunday Tribune. FINAL EDITION

THE WORLD'S GREATEST NEWSPAPER

VOLUME LXXVI—NO. 5. FEBRUARY 4, 1917. 5 CENTS PRICE FIVE CENTS.

U. S. STRIPS FOR WAR

AMERICAN STEAMER SUNK—GERMAN SHIPS SEIZED

AN EDITORIAL

"Our Country! In her intercourse with foreign nations may she always be in the right; but our country, right or wrong." —Stephen Decatur.

WE MUST PREPARE

AT EVERY MASTHEAD

LIBERTY AND UNION,
NOW AND FOREVER,
ONE AND INSEPARABLE

BREAK WITH AUSTRIA IS EXPECTED AT ONCE

President Informs Congress U. S. Insists on Sea Rights and Justice; Awaits Overt Act for Next Move.

BULLETIN.

BULLETIN.

BY ARTHUR SEARS HENNING.

Break with Austria Expected to Come Soon.

Dramatic Scene Comes in Halls of Congress.

Declaration of War Still May Be Avoided.

THE WEATHER.

ROOSEVELT SAYS, "I AND MY SONS SERVE AMERICA"

Pledges Aid to Wilson —Seeks to Raise an Army Division.

THE GERMAN CRISIS IN A NUTSHELL

SUMMARY OF THE WAR

HASTEN BILLS ON TREACHERY

HANG OUT THE FLAG!

If You Have an American Flag Hang It Out! If You Haven't, GET ONE!

TRAINING CAMPS OFFER 18,000 MEN

LATINS CHEER NEWS OF BREAK

THREE *days later, February 4, 1917, The Tribune felt that all possibility of peace had vanished and launched its stirring crusade for preparedness. Every energy and resource of The Tribune from that instant was concentrated on a swift, decisive victory.*

The Chicago Daily Tribune. FINAL EDITION

HOUSE FOR WAR VOTE IS 373 TO 50

UNARMED SHIP, OF U. S. AND 5 OTHERS SUNK

Americans Aboard Four—Ten Victims Belgian Relief Craft.

LIBERTY AWAKENS!

AUTOCRACY

CONSCRIPTION AT ONCE, PLAN IN ARMY BILL

Secretary Baker's Measure Provides for 2,000,000 Men in 2 Years.

MISS RANKIN VOTES "NO" ON WAR RESOLUTION

Only Woman in Congress in Collapse as She Decides.

FULL POWERS ARE GRANTED TO PRESIDENT

Balloting Comes After Many Hours of Bitter Debating.

VESSELS SEIZED

MEN WHO VOTED AGAINST WAR

WHAT CAN U. S. DO "TO GET" IS GERMAN PUZZLE

AUSTRIAN PEACE RUMOR MOVE TO HALT U. S. WAR

T. P. MURPHY OF LEGISLATURE SHOOTS BROTHER

THE WEATHER.

RUSSIANS PAY LAST HONORS TO REVOLT VICTIMS

PREPARATIONS FOR WAR

SUMMARY OF THE WAR

It was more than two months later that war was declared. The Tribune's policy was well expressed in this "Resolution" which it printed in the form of a full page advertisement:

Whether in undeterred pursuit and exposure of enemies within:

In devoted watchfulness over the welfare of our fighting forces:

In determined insistence upon efficiency instead of bureaucracy and upon vigorous progress as opposed to unnecessary delay:

In ready praise or fearless criticism of those in authority deserving of either,

Let us test each thought, each word, each act for its sincerity and helpfulness toward

The Will To Win This War.

were shown to vast audiences in all the large cities of the United States as well as in Chicago.

As circulation began to soar The Tribune took unprecedented measures for safeguarding its supply of raw materials. The story of its paper mill and timber lands is told in subsequent chapters of this book.

* * *

The Tribune's stand throughout these stormy years was militantly American. We fought desperately for preparedness, and urged that American rights be vigorously and fearlessly upheld, whether against German submarines or Mexican bandits.

In 1916 we published a serial story entitled "1917," which pictured vividly the dangers of unpreparedness. It showed, with military accuracy, how the victor in the European War could overrun the United States. It was hung on the thread of personal adventure and love, but great care was taken that all military statements should be correct. It was a strong influence for preparedness and caused an enormous increase in Tribune circulation.

When on February 1, 1917, Germany proclaimed unrestricted submarine warfare, we recognized that war was inevitable and exerted every ounce of strength to insure swift and decisive victory.

When war was declared two months later, The Tribune was already driving ahead with full force. It supported conscription, food, and fuel conservation, and the sending of a great army to France.

Its editors and publishers were in the vanguard of that army. During the absence of the editors in military service, William H. Field was in charge of The Tribune.

* * *

"Morale" was a word that came into wide use during the war. The morale of military forces and of civilian populations vastly concerned those responsible for the success of our armies. The Tribune had, of course, been functioning steadily in maintaining the morale of the home folks, but realizing the terrible homesickness of American

doughboys in a foreign country, The Tribune, at the suggestion of Joseph Pierson, one of the editorial staff, determined to act in a unique manner to upbuild the morale of our overseas troops.

With this purpose, The Tribune began the publication of an English daily newspaper in Paris, known as the Army Edition of The Chicago Tribune. The first number was issued July 4, 1917, the very day that the first American troops marched through the streets of the French Capitol. At great expense and in the face of almost overwhelming obstacles this novel newspaper was printed and distributed.

Since it was published mainly to give the boys up-to-the-minute news from home, cable tolls were tremendous. Censorship, both French and American, complicated editorial problems. Since the type had to be set by men who understood no word of English, mechanical difficulties were multiplied. Since it had to be delivered each day through a war-torn country to scattered, shifting groups of soldiers whose locations were kept secret by censorship regulations, circulation problems hitherto unheard of were presented. Bundles were delivered to front line trenches by aeroplanes. French newsboys sold Chicago Tribunes wherever American troops were quartered. Soon the Y. M. C. A., Knights of Columbus, Salvation Army, and Jewish Welfare Board were enlisted in distributing Tribunes to the units they served.

William Slavens McNutt, in Collier's Weekly of July 6, 1918, relates the following experience at the front:

I went back up the trench and talked with the men there again.

"Anything much doing lately?" I asked after a while.

"Pretty quiet. We put over a good raid night before last, though. Got some prisoners."

"That so? Tell me about it."

"It's all in the paper here. Hey, Jim."

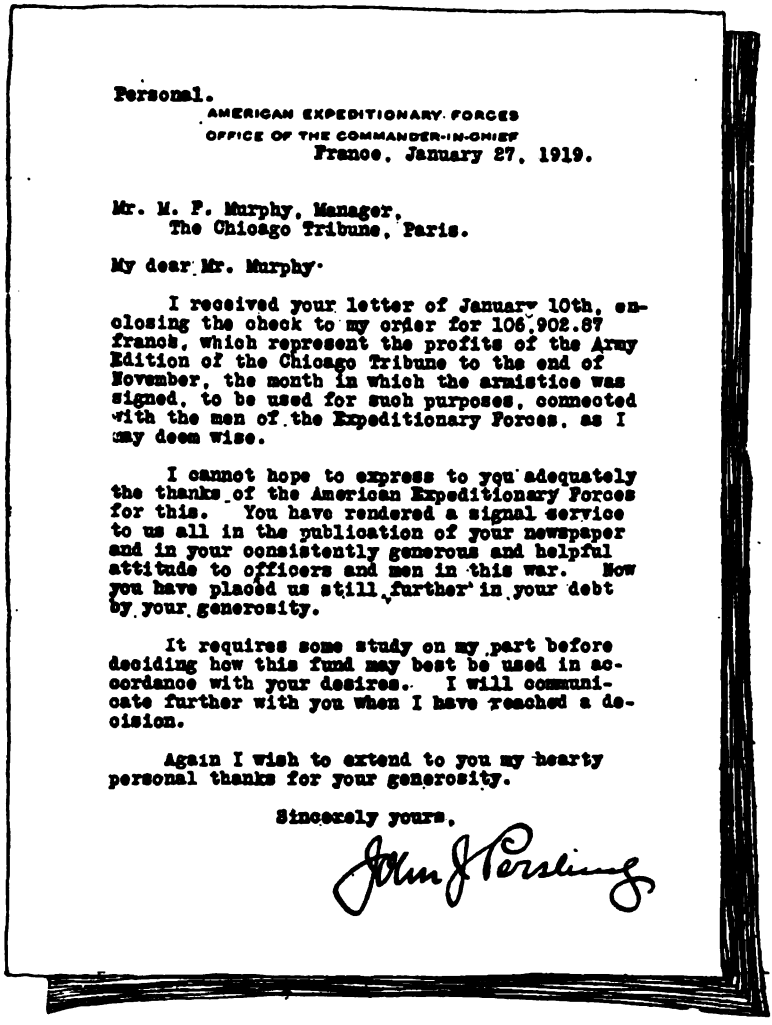
"Yes?"

"Hey, listen: Bring up that paper with the piece in it about the raid here the other night, will you?"

A soldier came up and handed me a daily paper. I was at the front. I sat there on a fire step in a front-line trench with that Paris edition of a daily paper on my knees and read—mind you, I read—the account of the raid that had started from the American wire from within a short distance of where I sat.

I read it, and looking over my shoulder, eagerly reading it with me, line for line, stood men whose clothes were in tatters, torn by the wire as they had gone across on the raid we were all reading about.

So popular did the Army Edition of The Tribune become that notwithstanding all its hardships it eventually made money. When it was started a pledge had been made that any profits derived from it would be devoted to army charities. On November 30, 1918, a balance was struck and it was found that profits amounting to 106,902.87 francs had been made. A check for this amount was forwarded



Personal.

AMERICAN EXPEDITIONARY FORCES
OFFICE OF THE COMMANDER-IN-CHIEF
France, January 27, 1919.

Mr. M. P. Murphy, Manager,
The Chicago Tribune, Paris.

My dear Mr. Murphy:

I received your letter of January 10th, enclosing the check to my order for 106,902.87 francs, which represent the profits of the Army Edition of the Chicago Tribune to the end of November, the month in which the armistice was signed, to be used for such purposes, connected with the men of the Expeditionary Forces, as I may deem wise.

I cannot hope to express to you adequately the thanks of the American Expeditionary Forces for this. You have rendered a signal service to us all in the publication of your newspaper and in your consistently generous and helpful attitude to officers and men in this war. Now you have placed us still further in your debt by your generosity.

It requires some study on my part before deciding how this fund may best be used in accordance with your desires. I will communicate further with you when I have reached a decision.

Again I wish to extend to you my hearty personal thanks for your generosity.

Sincerely yours,

John J. Pershing

to General Pershing who replied thanking The Tribune for its services.

The name of the paper was then changed to The European Edition of The Chicago Tribune and it has been published as a militant exponent of Americanism in Europe. Interest in it has steadily grown on the part of thousands of American tourists and business men in Europe. It is quoted regularly by hundreds of newspapers in every part of Europe.

During the negotiation of the Peace Treaty it played a highly important part, a fact testified to by members of the American delegation to Versailles. It secured the famous Peace Treaty scoop of 1919.

The following 268 men left The Tribune to serve in the World War. They were guaranteed re-employment on their return:

Abrams, Solomon, Private, S. A. P. Reconnaissa's
Airey, Dennis D., Seaman 2nd Class, U. S. N. R. F.
Anderson, Fred P., Quartermaster 2nd Class, U. S. N. A. C.
Arries, Leonard R., Private, Base Hospital No. 13. Died.
Beatty, Gilbert A., Student Officer, S. A. T. C.
Beatty, John P., Apprentice Seaman, U. S. N. R. F.
Bell, Harry, Private, 122nd Field Artillery.
Benedict, R. E., Private, U. S. Marines.
Benham, Clyde S., Corporal, U. S. A. S. C.
Benson, Harry C., Sergeant, 111th Ord. Depot.
Berglund, Edwin G., Private, 103rd Infantry.
Bierma, Albert, Private, 342nd Infantry.
Bjornson, Olaf, Lds. 4th Class, Unit K, West U. S. Naval Base.
Black, Stanley, Musician 2nd Class, U. S. N. Naval Air Base.
Blake, Robert J., Corporal, 149th Field Artillery.
Blend, Wilton R., Lieutenant (J. G.), U. S. N. R. F.
Blossom, Malcolm H., Storekeeper 3rd Class, U. S. N. R. F.
Bober, Edward, Electrician 2nd Class, U. S. S. Culgoa.
Boley, Wilson N., Driver, Auto Con's S. S. U. 646.
Bowers, Ashley, Private, 161st D. B.
Brado, William, Seaman 2nd Class, U. S. S. Commodore.
Brander, John, Private, 344th Infantry.
Brewer, Frank M., Second Lieutenant, F. A. R. C.
Brinkerhoff, Geo. H., Private, U. S. A. A. S.
Buckley, Charles J., Lieutenant, A. S. R. C. Killed.
Burgee, Henry V., Sergeant, 122nd Field Artillery.
Burke, Hubert H., Student Officer, A. R. O. T. S.
Burke, Joseph H., Private, Ambulance Co. No. 47.
Burke, Thomas A., Seaman 1st Class, U. S. S. Lake Elizabeth.
Burket, Sanford L., Jr., Private, 21st Infantry.
Burns, Edward H., Jr., Sergeant, Co. 8, 2nd Extension Camp.
Burritt, Richard C., Private, 122nd Field Artillery.
Campbell, Harold R., Private, U. S. A. A. C.
Carr, Willard C., Sergeant, 122nd Field Artillery.
Chase, Al., Apprentice Seaman, U. S. N. R. F.
Christopher, Joseph P., Private, Chemical Warfare Service.
Classen, Edward F., Student, U. S. N. R. F.
Cleary, William J., Corporal, Co. E, 5th Regiment.
Cloud, Holman R., First Lieutenant, Par. B. C. M.
Cochrane, Thos. J., First Lieutenant, 122nd Field Artillery.
Cooper, James W., Sergeant, U. S. A. M. P.
Coughlin, Eugene J., Apprentice Seaman, Armed Guard Det., U. S. N. R. F.
Covington, Euclid M., Second Lieutenant, U. S. A. A. C.
Cratin, John E., Corporal, 49th Infantry.
Crawford, Neal D., Private, U. S. M. R. C.
Darling, Roy L., Private, 344th Infantry.
Daunis, Dominick, Private, 161st D. B.
Davis, Theodore, Ensign, U. S. N. R. F.
Dean, Franklin A., Major, 29th Field Artillery.
Dearborn, Allen B., Private, 149th Field Artillery.
DeCaluwe, Philip, Seaman, U. S. S. North Dakota.
Delhanty, Lawrence, Private, Quartermaster Corps.
Donahey, William A., Private, 472nd Engineers.
Dorsey, George C., First Lieutenant, A. S. R. C.
Duffey, Charles W., First Lieutenant, 122nd Field Artillery.
Duryea, Leo, Private, 7th Casualty Co.
Engel, Jacob, Private, Co. 39th Ammunition Train.
Erickson, Henry O., Private, Co. 16—Group 667.
Erickson, Morris, Sergeant, 53rd Engineers.
Farrell, William E., Seaman, U. S. S. Wyoming.
Flagler, Elmer E., Sergeant, U. S. S. C.
Flanagan, C. Larkin, First Lieutenant, 318th Infantry.
Flanagan, William I., Sergeant, Prov. Hdqrs. Detachment.
Flannery, George, Engineer 1st Class, U. S. N. R. F.
Fletcher, Francis B., Seaman 2nd Class, U. S. N. R. F.
Fry, Earl R., Private, U. S. A. A. S.
Garonke, Walter, Mechanic, U. S. A. A. C.
Gates, Carroll N., Private, U. S. N. A. S. Killed.
Gerhardt, Frank P., Second Lieutenant, 122nd Field Artillery.
Gilbert, John, Driver, 344th Infantry.
Glasscock, C. B., Private, M. C. O. T. S.
Goad, John M., First Lieutenant, R. F. C. Killed.
Goddard, Paul, Private, 35th Infantry.
Goldberg, Bernard, Private, 163rd D. B.
Goldberg, Jack, Blacksmith, U. S. S. Delaware.
Gray, Harold L., Candidate, C. O. T. C.
Green, Eben, Corporal, 123rd M. G. B.
Greene, Merton W., Student, U. S. N. R. F.
Griebahn, Walter, Private, 149th Field Artillery.

Gross, Joseph, Private, 149th Field Artillery.
Haeger, Francis L., Captain, 27th M. G. B., Co. A.
Hampson, Phillip P., Sergeant, U. S. Medical Dept.
Hart, Kenney P., Clerk, 33rd Division.
Haskett, Harry, Private, 311th Engineers.
Heaney, Francis C., Second Lieutenant, U. S. A. A. C.
Henderson, John C., Second Lieutenant, U. S. N. A. C.
Herbeck, John, Private, 161st D. B.
Hess, Elmer, Private, 5th Anti Aircraft M. G. B.
Hessey, J. J. E., Sergeant, B. A. C.
Hilgartner, Dan'l E., Jr., Private, Co. E, 5th Regt. L. S.
Hinman, Albert G., Corporal, 159th D. B.
Hinman, George W., Jr., Captain, 143rd Infantry.
Hirschfield, Jerome, Sergeant, U. S. A. A. C.
Hogarth, Cecil S., Corporal, 149th Field Artillery.
Holden, Albon W., Seaman 2nd Class, U. S. N. R. F.
Hollahan, Robert E., Second Lieutenant, U. S. A. A. C.
Hough, Joseph M., Private, Base Hospital No. 11.
Houlihan, Thomas A., Lds. Yeoman, U. S. N. R. F.
Houser, Alfred C., Candidate, C. O. T. C.
Howard, William, Seaman, U. S. Navy.
Hunt, Charles R., Sergeant, F. A. R. D.
Hunter, Kent A., Caprain, 122nd Field Artillery.
Hutchinson, Herbert, Student, U. S. N. S. C.
Hyatt, Garth B., Sergeant, 313th F. S. Bt'n.
Hyde, Earl W., First M. Mate, U. S. N. A. C.
Jacobsen, Veder, Private, 27th Infantry.
Jenkins, E. M., Private, U. S. A. A. C.
Johns, J. Franklin, Seaman 2nd Class, U. S. N. R. F.
Jones, Rees D., Corporal, U. S. S. R. C.
Kane, Robert M., Fireman, U. S. S. Florida.
Karles, Charles, Private, B. H. No. 60.
Kasbeer, John H., Ensign, U. S. N. R. F.
Keir, Floyd E., Private, U. S. A. Medical Corp.
Kiley, Gerald, Private, U. S. A. A. S.
King, Alexander, Corporal, 602nd Engineers.
King, David E., Student, U. S. N. A. C.
King, Harry J., Private, U. S. A.
Kirk, Wallace F., Captain, 14th Field Artillery.
Kloud, Edward, Private, U. S. A. M. C.
Kohtz, Arthur R., Corporal, Motor Transport Corps.
Krah, Carl A., First Lieutenant, 18th Field Artillery.
Krum, Morrow H., Cadet, U. S. A. A. C.
LaChat, Frank H. G., Private, 602nd Engineers.
Lambert, Max S., Sergeant, U. S. A. A. S.
Lando, Abraham, Private, U. S. A. A. C.
Larson, Charles, Apprentice Seaman, U. S. N. R. F.
Larson, Edward L., Private, 161st D. B.
Lax, Max, Private, 335th Infantry. Died.
Leabeater, John E., Seaman 2nd Class, U. S. N. A. C.
Lehrbas, Lloyd A., Second Lieutenant, U. S. A. A. C.
Lenz, Carl K., Seaman 2nd Class, U. S. N. R. F.
Lewis, Elmer M., Private, 341st Infantry.
Lingle, Alfred, Chief B'T'N'M'E, U. S. N. R. F.
Lippert, Thomas P., Private, U. S. F. A.
Loper, Walter A., Candidate, F. A. C. O. T. C.
Loucks, Ralph B., Sergeant, M. T. Base 7.
Lundberg, Oscar G., Sergeant, U. S. S. C.
MacArthur, Charles, Private, 149th Field Artillery.
Mackenberg, Jack, Private, Q. M. C.
Mackenzie, Herbert M., Private, 118th Field Artillery.
Maclean, Gordon A., Seaman 2nd Class, U. S. S. Wyoming.
Magner, James J., Seaman, U. S. N. R. F.
Maloney, J. Loy, First Lieutenant, 94th Aero Squadron, A. S. U. S. A.
Martin, Daniel B., Corporal, 122nd Field Artillery
Martin, Ralph W., Private, Base Hospital No. 13.
Mather, Orion A., First Lieutenant, 342nd Infantry.
Meader, Amos K., Student, F. A. O. T. C.
Medary, George C., Second Lieutenant, U. S. M. C.
Meier, Harry C., Lds. for Yeoman, U. S. N. R. F
Miesse, Richard, First Lieutenant, U. S. M. C.
Mohr, Lee J., Corporal, U. S. Medical Corp.
Monahan, C. P., Student, U. S. N. R. F.
Morrell, Rufus E., Sergeant, Ord. Train Corps.
Morrison, Donald C., Corporal, 108th Am. Train.
McCarthy, Edward, Sergeant, 8th Field Artillery.
McCarthy, Joseph, Private, 58th Pioneer Infantry.
McCormick, Robert R., Major, 5th Field Artillery, Colonel, 61st Field Artillery.
McCracken, Davis K., Jr., Private, Co. D, Regt. 37.
McGivena, Leo E., Cadet, U. S. A. A. C.
McGlone, Felix, Private, B. E. F. Killed.
McQuirk, Chas. J., Student, U. S. N. A. C.
McKenna, Andrew, Private, U. S. E.
McNamara, Paul H., Private, 344th Infantry.
Mugruer, Norman H., Lds. for Yeoman, U. S. N. R. F.
Murray, Frank H., Second Lieutenant, 18th Field Artillery.
Nelson, Paul E., Private, S. A. T. C.
Nessinger, Frank A., Corporal, 4th Prov. Regt.
Neuenfeld, William H., Private, U. S. S. C.
Nichols, Donald E., Sergeant, Hospital Unit No. 14.
Novak, Anthony, Gun's Mate, U. S. S. Benham.
Olson, Hilmer C., Private, 321st Infantry.
Olson, Hobart, Private, Hospital Unit No. 14.
O'Malley, Austin, Chief B'T'N'M'E, U. S. N. R. F.
Onderdonk, John A., Second Lieutenant, 149th Field Artillery.
O'Neill, Edwin S., Private, Heavy Tank Service.
Orban, Paul, Private, 5th Pioneer Infantry.
Palmer, Jack G., Sergeant, Co. D, 5th Battery
Parker, Gilman M., Chief Yeoman, U. S. N. R. F.
Parrish, Russell L., Private, U. S. Hospital No. 12.
Partice, Daniel, Private, 47th Infantry.
Patterson, Harold A., Sergeant, 55th Infantry.
Patterson, Joseph M., Captain, 149th Field Artillery.
Pelz, Wenzel A., Private, 122nd Field Artillery.
Persons, Ralph H., Private, U. S. S. C.
Peterson, Elmer S., Private, 124th Field Artillery.
Peterson, John M., Quartermaster 2nd Class, U. S. N. R. F.
Phelps, Norman J., Student, U. S. S. N. A. C.
Pohl, Joseph, Fireman 2nd Class, U. S. S. Texas.
Pollock, Bert Bernard, Apprentice, U. S. N. R. F.
Powers, William J., Private, Eng. Rep. Troop.
Price, Garrett, Lds. for Yeoman, U. S. N. R. F.
Prindeville, Redmond I., Radio Electrician, U. S. S. Houston.
Pruitt, F. J., Student, U. S. N. R. F.
Purtell, John V., Apprentice Seaman, U. S. N.
Quigley, John, Private, Royal Canadian Dragoons.
Rapalee, Ernest W., Private, Hospital Unit No. 14.
Read, Thomas A., Chief B'T'N'M'E, U. S. N. R. F.
Rebecher, Frank G., Private, 117th Machine Gun Battery
Reilly, Henry J., Colonel, 149th Field Artillery.
Renner, J. Conrad, Seaman 2nd Class, U. S. N. R. F.
Ristine, Richard H., Second Lieutenant, U. S. A. A. C. Killed.
Rose, Sol, Private, 149th Field Artillery.
Ryan, Quinn A., Sergeant, S. A. T. C.
Saladin, John, Apprentice Seaman, Naval Base No. 17.
Sargeant, Charles F., Private, 149th Field Artillery
Sato, William, Chief Yeoman, U. S. N. R. F.
Sauck, Oscar, Electrician, U. S. N. R. F.
Schmidt, Fred, Private, 344th Infantry.
Schmidt, George, Private, 332nd Field Artillery.
Schmitt, Leslie D., Cadet, U. S. A. A. C.
Schroeder, Herbert C., Seaman 2nd Class, U. S. N. R. F.
Schulz, Rudolph G., Sergeant, 108th F. S. B.
Schwarz, Charles, Private, Co. 15, Jefferson Barracks, Mo.
Seiffe, Ralph, Yeoman 2nd Class, U. S. N. R. F.
Seivert, Emil, Radio Operator, U. S. N. R. F.
Shahbazian, Harry A., Private, 124th Infantry.
Shanley, John, Private, 27th Infantry.
Sharkey, Anthony F., Bandsman, 57th Infantry.
Shaw, C. E., Candidate, F. A. C. O. T. S.
Sherwood, Harold B., Captain, 416th S. C. Bwy's Btn.
Sherwood, Merrill F., Corporal, Q. M. Corps.
Sisley, Raymond, Sergeant, Art School Det.
Smith, Chas. R., Private, 37th Infantry.
Smith, Frank M., Lieutenant, 165th Infantry.
Sommers, Ralph, Ensign, U. S. N. R. F.
Steffans, Chas. W., Private, Base Hospital.
Stevens, Arthur A., Private, U. S. Marines.
Stiemert, Richard A., Sergeant, C. M. G. T. C.
Stolz, Leon, Private, 36th Engineers.
Stone, Frank M., Corporal, Ordnance Dept.
Stoops, Herbert M., Second Lieutenant, U. S. F. A.
Stuehler, Arthur, Private, 122nd Field Artillery.
Swartz, Richard T., Corporal, 603rd Engineers.
Sweet, Melville S., Private, U. S. Marines.
Sweet, Oney Fred, Private, 333rd B. T. S.
Taylor, Lorane E., Lieutenant, U. S. A. A. C.
Thomas, Edwin B., Second Lieutenant, 333rd F. A
Tilley, Carl A., Private, 106th Engineers.
Tipton, John F., Private, 33rd P. O. D. Co.
Tobin, William, Private, 22nd Prov. Ret. Co.

Trego, Stuart D., Sergeant Major, U. S. Coast Artillery.
Trude, Sam'l H., Jr., Lds. M'H'M'E, Co. O, 15th Regt., U. S. N. A. C.
Umbright, John M., Private, 58th Pioneer Infantry.
Van Horn, Archie M., Second Lieutenant, 129th Infantry.
Versailles, Oliver, Private, 132nd Infantry.
Victor, John Claude, Corporal, 130th Regt., 33rd Division.
Vorda, William, Yeoman 3rd Class, U. S. N. R. F.
Waldron, Jay C., Ensign, U. S. N. R. F.
Wallace, Edwin, Private, Machine Gun Btn.
Walsh, William E., Private, 108th Am. Train.
Ward, Joseph E., Student, U. S. S. Panama.
Warren, Garrett, Machinist 2nd Class, U. S. S. North Carolina.
Wassell, Elmer J., Student, U. S. N. R. F.
Watson, Mark S., Captain, Intelligence Section
Weaver, Hamilton, Private, U. S. F. A.
Webster, Ronald F., Major, C. O. T. S.
Weigle, Edward F., First Lieutenant, U. S. S. C.
Weston, John H., Private, U. S. Marines.
Weymouth, Daniel George, First Lieutenant, Base Hospital.
White, Charles H., First Sergeant, Signal Corps, 42nd Division.
Wieckers, Charles H., Private, 471st Engineers, Sub. Dept.
Wieckers, William H., Corporal, U. S. A. A. C.
Wiers, George S., Corporal, Co. T. S.
Willett, Robert L., First Sergeant, Base Hospital No. 114.
Williams, Orva G., Jr., Sergeant, Base Hospital No. 14.
Wirth, Orville L., Seaman, U. S. S. Hudson.
Woodman, Henry, Second Lieutenant, 30th F. A. T. B.
Zahringer, Eugene W., Second Lieutenant, 341st Infantry.

The Tribune has promoted a movement for the planting of memorial trees along American highways, commemorating every soldier who died in the World War.

* * *

With the signing of the armistice The Tribune redoubled its efforts to cover international news adequately. Disappearance of battle lines and censorships opened the way to newspaper enterprise. Floyd Gibbons, Tribune war correspondent, and other stars were organized into a Foreign News Service of extraordinary power.

Gibbons achieved a spectacular scoop when he landed on the Irish coast after being torpedoed with the great liner Laconia in February, 1917. He was on hand when the first American soldiers set foot in Europe and kept pace with them until one of his eyes was shot out at Chateau Thierry. He was decorated by both French and American governments for his service. Under his direction The Chicago Tribune Foreign News Service has scored a notable series of scoops.

Frederick Smith, of The Tribune staff, making the journey by aeroplane, was the first American newspaper man in Berlin after the armistice. Frazier Hunt, another Tribune man, gave the world its first authentic, first-hand account of the Allied expedition to Archangel and later sent the first stories from Petrograd and Moscow after the Soviets seized Russia.

A spectacular scoop, which attracted the attention of the entire world, had its inception in Paris and its climax

EUROPEAN EDITION

The Chicago Tribune

THE WEATHER

GENOA OUTCOME IS NOW HANGING ON TWO ISSUES

Desires Of Nations Most Concerned Analysed

THE CHANGING WORLD

STANDARD OIL GETS HOLD ON RUSSIAN FIELD

Secures Big Interest In Far-Reaching Concessions

DEBS DEMANDS RELEASE OF ALL WAR PRISONERS

Offers To Go Back To Jail To Save Free Speech

FRANCE WON'T SIGN UNLESS RELGIUM DOES

Clash Expected When Barthou Unfolds French View

DAIL ADJOURNS AS IRISH TRUCE IS CONTINUED

Fighting Occurs At Galway; None Hurt

Northern Troops Evacuate Peking In Wild Disorder

SHELL OIL HEAD DENIES FAVORS GIVEN BY REDS

Puts End To Rumors Of Vast Deal In Russia

OIL EXPERT GIFT TO GENOA

DIVORCED AT 58, PLANNING TO BE MARRIED AGAIN

PEGGY JOYCE IS TO SAIL TODAY

OPPOSED CHINESE

BOY SLAYER WILL APPEAL SENTENCE

WILSON IS STILL LEADER OF PARTY

WALL ST. SEES LOAN TO GERMANY

TURCO-ITALIAN PACT, IS OVERDUE

SLEW 3 HUSBANDS, CHILDREN, CHARGE

SHIP WORKERS' STRIKE ENDED

RICHARD CROKER BURIED IN ERIN

PRESIDENT, SEES MINERS' LEADER

DENY INSURANCE TO VANDERBILTS

HUGHES DENIES DUNNING FRANCE

HAVE NEW PAYMENT PLAN

RISING SEINE CAUSES ALARM

Condense Tree To Die

Uphold Gould Discovers

RESORTS and HOTELS advertising in the Tribune desire American clientele

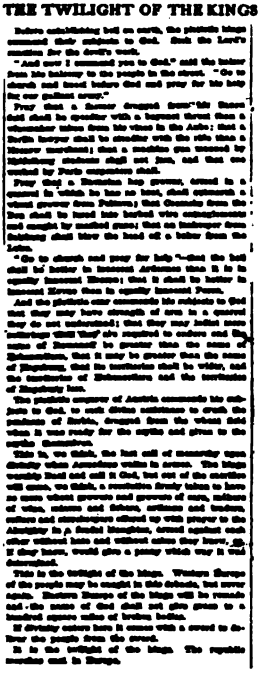
APARTMENTS HOUSES VILLAS see the Tribune's Real Estate Information Published Today

HOPE SEEN FOR END OF LOCKOUT

REPRODUCTION *of The European Edition of The Chicago Tribune, published in Paris by an American staff and read throughout Europe. The size of the European edition of The Chicago Tribune is 17 x 23¼ inches over all.*

in Washington when The Chicago Tribune presented to the United States Senate a copy of the Peace Treaty which the Senate had sought in vain to secure from President Wilson. The Treaty had not been stolen, but had been given to the European Edition of The Tribune by a representative of one of the Powers participating in the Peace Conference and desirous of publicity.

Another extraordinary scoop was achieved by General Henry J. Reilly, of the United States Army and of The Tribune staff. General Reilly was sent to Poland at the time that the Bolshevik troops were threatening to break through this barrier state and descend upon the rest of Europe. The Russian hordes had apparently overwhelmed Polish resistance and were within a few miles of Warsaw. All the great newspapers of the world had correspondents on the scene. All the great nations had their military observers. The prophecy from every one of these newspapers and from every capitol in Europe was that Warsaw was inevitably doomed.


THE TWILIGHT OF THE KINGS

THE *above prophetic editorial appeared in The Tribune of August 2, 1914.*

In the face of practically unanimous contradiction, General Reilly, whose military rank had obtained his entree to the French General Staff, cabled a masterly analysis of the situation to The Tribune in which he stated positively and without qualification that Warsaw would not fall; that the Bolshevik forces had spent their strength; that the Polish Army, notwithstanding its terrible retreat, was intact and undefeated; and that within a few days, instead of Warsaw in Russian hands, the Russians would be fleeing from

A number of clippings from foreign papers are reproduced herewith, which show how widely the European Edition of The Chicago Tribune is quoted. Its statements are reprinted in hundreds of European journals every week.

Poland. Then step by step he saw his prophecy fulfilled and cabled to The Tribune the swift Polish triumphs.

When Fiume in the hands of D'Annunzio fascinated an amazed world, Thomas Ryan, of The Tribune Foreign News Service, was on the spot. His vigorous stories of what was happening in the city so enraged the revolutionists that a clique of Fascisti broke into his room with the avowed intention of killing him, and his life was saved only by the presence of an American Army officer.

When the Soviets, driven by the starvation of millions of peasants, sought aid of the United States, The Chicago Tribune cabled to four of its correspondents and ordered each one to go to the famine zone as quickly as possible. It was considered that if any one of them reached the spot the effort would have been worth while. One man started from China across Siberia to enter Russia from the east; another sought to get in from the north; a third from the west; and a fourth from the south. Two of them succeeded: Floyd Gibbons, who went in from the west as a correspondent officially credited and recognized by the Soviet Government, and Larry Rue, who traveled from Syria, where he had been covering the operations against the Turks. Rue had no passports and was absolutely on his own. From Constantinople he crossed the Black Sea and the Republics of the Caucasus Mountains to the Caspian Sea; then up the Volga River to the very heart of the famine swept country. The Tribune's eye-witness stories of the famine were the first to reach America.

John Clayton, another Tribune correspondent who succeeded in entering Russia, secured such uncensored stories that he has been condemned to death by the Soviets.

Charles Dailey, The Tribune man who had been ordered to the Russian famine from China, was turned back when half way across Siberia. Later he gave to the world the first eye-witness account of the terrible Chinese famine

of 1921. His stories brought to China millions of dollars worth of food.

In Peru, in Brazil, in Mexico, in Chile, staff correspondents of The Chicago Tribune have recorded great news beats during the past few years. Papers in South America have purchased from The Chicago Tribune the right to reprint exclusive Tribune news of South America; likewise newspapers in Europe have purchased from The Chicago Tribune the right to reprint its exclusive stories gathered in Europe.

One of the most important works of The Tribune Foreign News Service did not result in any notable scoop, but was of service to three nations: England, Ireland, and the United States. John Steele, correspondent of The Tribune in London, by reason of the confidence placed in him by the Sinn Fein leaders, as well as by Downing Street, was able to bring the English and the Irish together in informal conferences which preceded and made possible the negotiations of the Peace Treaty. Steele made repeated trips to and from Ireland to facilitate the conferences and often the representatives of Ireland and England met in The Chicago Tribune's London office.

* * *

While scoring international scoops abroad The Tribune was exceedingly active at home.

When Henry Ford kicked over the lantern of history and offered himself, in 1916, as a new Moses to lead this people into a world of better opportunities and established peace, he found his way blocked by The Chicago Tribune, his authority questioned, his Americanism challenged. He did not get beyond that obstacle. It may be accepted as an historical fact that the summer of 1919 found Henry Ford's influence as a national educator destroyed.

Henry Ford instituted a suit for libel against The Tribune, claiming one million dollars' damages, because he was called an "ignorant idealist" and an "anarchistic enemy" of his country. The Tribune accepted this oppor-

tunity to present Fordism to the world. Mr. Ford found himself on trial.

Stripped of his "experts," forced from behind his wall of advisers and secretaries, taken away from his millions and presented as a man and a thinker, Henry Ford brought about his own downfall as a leader through the revelation of his peculiar unfitness to lead, the confession of his own bleak, dark ignorance of the things of which he preached. He was finally "acquitted" as an "anarchist." He became convinced on the witness stand that he was an "ignorant idealist." Instead of the million dollars in damages that he asked for, the jury gave him a verdict of six cents, plus six cents costs, twelve cents in all.

The Tribune fought Henry Ford as it fought the Copperheads in the Civil War. It was the fact of his millions and his assumed leadership of the pacifists of 1916 that brought him into this conflict. It was all impersonal. The Tribune went into this attack and spent hundreds of thousands of dollars because its editors looked upon Henry Ford as a menace to American unity and true American ideals. That will remain as the sole, undisputed motive in the case. All of Mr. Ford's efforts to show a "greedy, financial motive" failed.

Mr. Ford remains untouched in his reputation as a man of great inventive genius, as a business organizer, as a rightful factory king, and in the purity of his private life. The Tribune did not attack his character as a man. It dealt solely with him as a public force, as a mistaken, groping idealist who wished to proclaim the millennium at hand when the country rested over a powder mine; as a hasty, prejudiced thinker who sought to bring about a condition of things that would leave America as helpless as China. It was clear thinking against muddled thinking, experience against willful ignorance. The Tribune forced the whole Ford philosophy into the limelight despite efforts of the attorneys for Mr. Ford to escape this issue. That was the history of the trial.

Words and the definition of words formed the meat of the case. In his new crusade for unpreparedness Mr. Ford had attacked several opponents by shouting murderer and criminal at them. Mr. Ford had set aside a trifle of $1,000,000 to burn the phrase "war is murder" into the consciousness of the American people. But when he read in The Tribune one morning an editorial characterization of him as an "anarchist," he was hurt and shocked. And that was what the trial was all about.

When Mr. Ford instituted his "profit sharing" scheme in 1914, The Tribune accepted it at its face value and said editorially:

"The action of the Ford Motor Company offers a striking illustration of the new business conscience in action and is the more likely to be heeded, since it is not the act of visionaries and propagandists, but of exceptionally able and successful business men."

When Mr. Ford *ordered* his employes to make their homes more comfortable and to maintain an American standard of living, The Tribune said:

"The Ford plan of treating the worker is humane, American and modern."

On August 7, 1915, The Tribune said of Henry Ford:

"Mr. Ford should be a cheering exhibit to those who are sweeping the country for present day genius that compares with the railroad builders or the consolidators of a steel industry. He is giving the world the day's lesson."

Inside his factory, taking care of his employes, The Tribune respected Mr. Ford. When he stepped outside this sphere and began to advise the warring nations of Europe and the people of America The Tribune said he was a "voice from the dark."

It was the call for the mobilization of the national guard, issued June 18, 1916, which precipitated the clash between these two forces. The purpose of this call was to prevent further aggression from Mexico upon the territory of the United States and the proper protection of that frontier. American soldiers had been trapped and massacred at Carrizal. It was reported that General Obregon had planned to invade Texas. Troops began gathering on that Sunday

afternoon in armories in Detroit, Mr. Ford's home city, and in Chicago, bound for the mobilization camps. The country was aroused and war with Mexico appeared imminent.

Henry Ford did not take this situation seriously. He said it looked like a political play. He said he thought the "interests" were stirring things up in Mexico. He did not see any danger ahead. He had discouraged men from enlisting in the guard. He did not believe that President Wilson was sincere in this step, or consistent. He was violently opposed to any increase in the efficiency of the guard. It was all "militarism" to him, all steps toward "organized murder."

On the morning of June 22, a story headed "Flivver Patriotism" appeared in The Tribune, and a corresponding story in another paper. The Tribune's story had been received from its Detroit correspondent. This correspondent had received his information from Frank L. Klingensmith, vice president and general manager of the Ford Company. It read as follows:

"FLIVVER PATRIOTISM"

"Ford employes who volunteered to bear arms for the United States will lose their jobs. While most employers have guaranteed not only to give patriotic workmen their old places when they return from fighting their country's battles, but have promised to pay their salaries while they are in service, Henry Ford's workmen will not have a job when they return, much less will they receive pay while fighting for their country. Ford's superintendents refuse to say if there are any guardsmen employed in the plant, but it is known that some seventy-five men of the militia are Ford employes. No provision will be made by Ford for their wives and families."

The next morning The Tribune carried this editorial:

"HENRY FORD IS AN ANARCHIST"

"Inquiry at the Henry Ford offices in Detroit discloses the fact that employes of Ford who are members of or recruits in the National Guard will lose their places. No provision will be made for any one dependent upon them. Their wages will stop, their families may get along in any fashion possible; their positions will be filled, and if they come back safely and apply for their jobs again they will be on the same footing as any other applicants. This is the rule for Ford employes everywhere.

"Information was refused as to the number of American soldiers unfortunate enough to have Henry Ford as an employer at this time,

but at the Detroit recruiting station it was said that about seventy-five men will pay this price for their services to their country.

"Mr. Ford thus proves that he does not believe in service to the nation in the fashion a soldier must serve it. If his factory were on the southern and not on the northern border we presume he would feel the same way.

"We do not know precisely what he would do if a Villa band decided that the Ford strong boxes were worth opening and that it would be pleasant to see the Ford factories burn. It is evident that it is possible for a millionaire just south of the Canadian border to be indifferent to what happens just north of the Mexican border.

"If Ford allows this rule of his shops to stand he will reveal himself not merely as an ignorant idealist but as an anarchistic enemy of the nation which protects him in his wealth.

"A man so ignorant as Henry Ford may not understand the fundamentals of the government under which he lives.. That government is permitted to take Henry Ford himself and command his services as a soldier if necessary. It can tax his money for war purposes and will. It can compel him to devote himself to national purposes. The reason it did not take the person of Henry Ford years ago and put it in uniform is, first, that it has not had the common sense to make its theoretical universal service practical, and second, because there have been young men to volunteer for the service which has protected Henry Ford, for which service he now penalizes them.

"He takes the men who stand between him and service and punishes them for the service which protects him. The man is so incapable of thought that he cannot see the ignominy of his own performance.

"The proper place for so deluded a human being is a region where no government exists except such as he furnishes, where no protection is afforded except such as he affords, where nothing stands between him and the rules of life except such defenses as he puts there.

"Such a place, we think, might be found anywhere in the state of Chihuahua, Mexico. Anywhere in Mexico would be a good location for the Ford factories."

The following day Henry Ford issued a denial of the original news story, stating that the thirty-seven members of the militia among his thirty-three thousand employes would be re-employed "without prejudice" upon their return from service. The Tribune printed this statement. Ten weeks later Ford filed suit in the United States District Court in Chicago, making the editorial quoted above the basis of his claim for one million dollars' damages. The case came up before Judge Landis, but on July 14, 1917, a new suit of the same nature was filed in the state court of Michigan and the one pending before Judge Landis was dismissed.

The trial and the case lasted for ninety-eight days at

Mt. Clemens, between May and August, 1919. It is considered by lawyers as the first big, modern vindication of the "right of comment." The instructions of Judge James G. Tucker to the jury are recognized as a summary of modern law on this subject.

An interesting minor phase of the case was the testimony of advertising experts called by Mr. Ford to prove that The Tribune, although published in Chicago, had a tremendous influence with the leading citizens of Michigan and other surrounding states.

Charles A. Brownell, advertising manager for Mr. Ford, testified in part as follows:

Q. Has the Ford Motor Company, during your connection as advertising manager, used The Chicago Tribune as an advertising medium of its product?

A. We never put out a campaign of newspaper advertising that did not include The Chicago Tribune.

Q. In selecting The Tribune as one of the newspapers in which advertising of the Ford Company should be placed, what did you have in mind?

A. The leading newspaper in the city of Chicago with a large circulation and an influential circulation; as well as a large circulation in the territory in which we have a number of live, progressive agents: states of Illinois, Iowa, Minnesota, Wisconsin, Indiana, and Michigan, especially the northern section of Michigan, which is not reached by the Detroit metropolitan papers, or in a large volume by the Grand Rapids papers.

That territory is literally covered with the Chicago papers, particularly The Chicago Tribune—that is, the element we wish to reach.

Q. Are you able to state the relative position of The Chicago Tribune as an advertising medium of automobiles in the territory you previously named, as compared with other Chicago newspapers?

A. I considered it by far the best.

Mr. E. LeRoy Pelletier, called in as advertising expert by Mr. Ford, made the following statements under oath:

Q. Does The Tribune circulate in the surrounding territory?

A. O, yes, for some distance, probably covers 14 states.

Q. Is that circulation in through that district of The Tribune of value to advertisers of automobiles?

A. O, yes, so much so that the factory always pays half of it, because of its broad distribution. We consider it in a sense the National media, that is to say, it is one of a few that we consider sufficient to cover nationally.

Q. Has Mr. Benham ever discussed circulation matters with you?

A. O, yes. We figure it covers twelve to fifteen states, to some extent. Of course, you get farther away from Chicago the influence

THE LARGEST MORNING CIRCULATION IN AMERICA

DAILY NEWS

NEW YORK'S PICTURE NEWSPAPER

HOME EDITION

Vol. 3. No. 312. 24 Pages. New York, Saturday, June 24, 1922 2 Cents

MINE WAR SPURS U. S. ACTION

C. K. McDowell (arrow), crippled mine superintendent, first man killed

MINE MASSACRE.—These first and exclusive pictures from the mine war in Illinois show the actual scene of the massacre and leading figures in relation to the spot

AGAIN, NO!—Vincent Astor (above), back from Europe yesterday again denied a break with his wife. "No action is pending in this country or abroad, he said.

HER FIND.—A girl's photograph found in her husband's pocket started yesterday a suit for divorce by Mrs. Louise Tinker (above), known on stage as Louise Kelley

Above, at Herrin, are Col S. N. Hunter, ... State Senator W. J. Sneed, Sheriff Melville Thurlow and Deputy Sheriff J. A. Shafer (left to right)

WHO ELSE WOULD OBJECT?—Just because he objected to this bathing suit, Helen Armstrong (above), cafe dancer, says Marechal Tenot, retired French officer, broke off their engagement. She says she now will seek $50,000 heart balm

BOYS' KIDNAPING.—Joseph Vaccaro (right, in court with Detective Brennan) was accused yesterday in kidnaping of Angelo Cuspini, eleven, 297 Avenue A.

REPRODUCTION *of first page of the Daily News, New York's Picture Newspaper, founded by The Chicago Tribune in June, 1919, and which already has the second largest morning daily circulation in America. The largest is that of the Chicago Tribune. The size of The Daily News is 11½ x 15½ inches over all.*

is less. I should say, taking Grand Rapids as a sample, it is probably more influential than the Detroit papers.

Q. Why do you say that?

A. Because of the class of people who take it. A very excellent class of people buy it, and a considerable percentage of a class of solid business men, to whom we sell automobiles in all those places.

* * *

On June 26, 1919, The Tribune began publication of a tabloid, pictorial, morning newspaper in New York. In less than three years this paper, The Daily News, New York's Picture Newspaper, has attained more than half a million circulation. Thus, The Chicago Tribune and its New York offspring have the two largest morning weekday circulations in America. Pride is also taken in the fact that The New York News was making money one year and three months after its foundation.

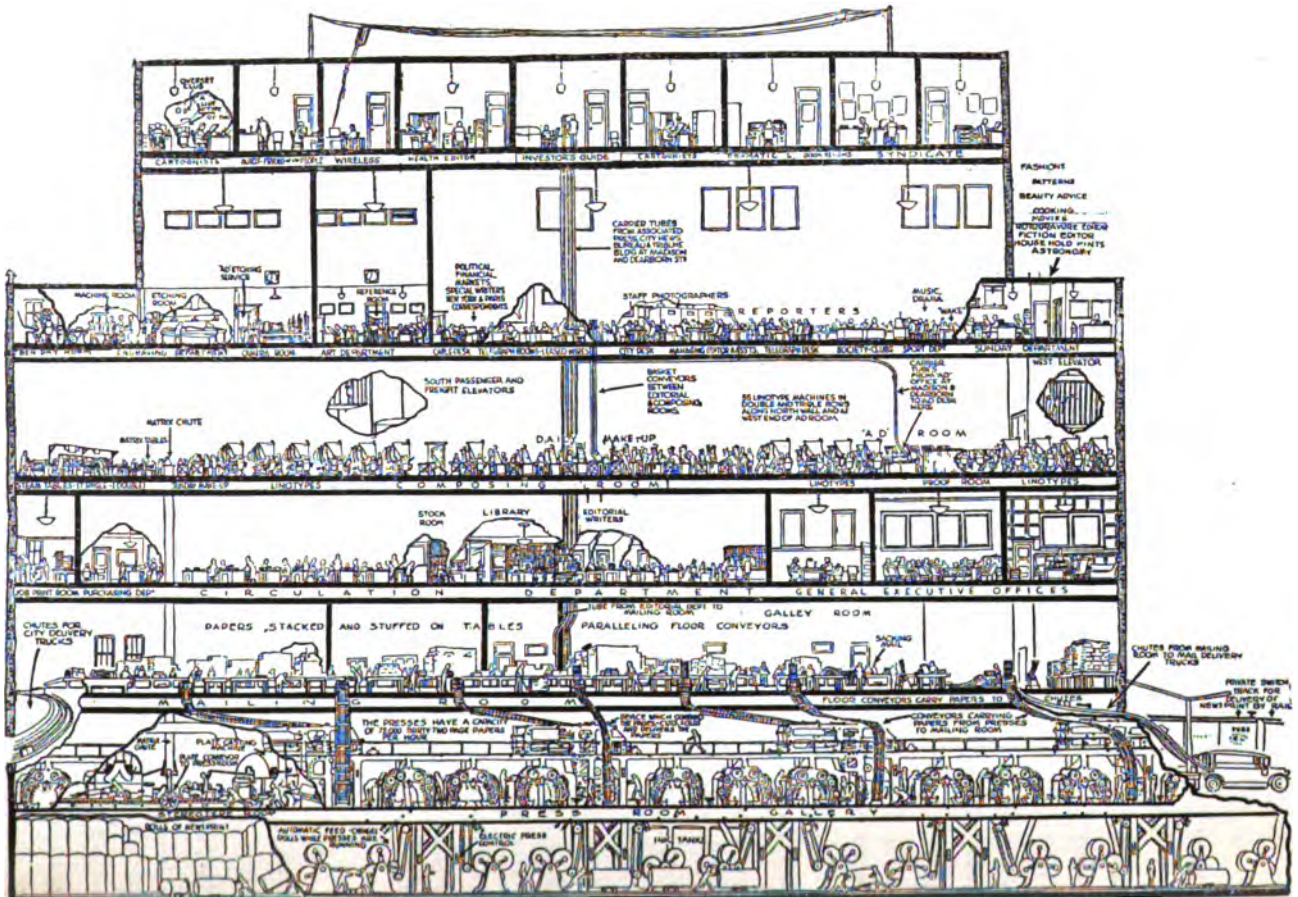
* * *

Nineteen-nineteen saw swiftly increasing circulation and advertising. A new rotogravure press was built and put in operation. A new million dollar unit was purchased and installed in our paper mill. Half a block of ground on Michigan Boulevard, just north of the Chicago River, was bought and construction of a model manufacturing Plant was begun. For the benefit of employes The Tribune organized The Medill Council and established the insurance, sick benefit, and pension systems described in the chapter on that subject in this book.

* * *

On October 14, 1920, The Tribune, whose radio nom de plume then was 9ZN, received directly from Bordeaux, France, a news dispatch by wireless. This was the first dispatch received by any paper in the world from a foreign nation by direct wireless transmission.

During almost three months The Tribune received by direct wireless transmission from Bordeaux all of its dispatches from Continental Europe, an average of about 3,000 words daily. Each dispatch came to The Tribune from four to six hours more quickly than the same dis-



CROSS SECTION *diagram of Tribune Plant—drawn as though north wall were torn out.*

patches would have come had they been filed either by cable or by the Marconi wireless system. Each dispatch was brought into The Tribune Plant at least thirty per cent more cheaply than if it had come through other channels.

The wireless sifts hours into minutes. This is of vital importance and The Tribune's demonstration of dreams come true has started things with a vengeance. The fact that The Tribune had found a way to save hours meant very little to the great communications corporations. But when these corporations realized that in its quest for efficiency a newspaper known to be an extensive patron of the cables and the telegraphs also had found a way to save money—that wouldn't do at all.

So, when the great Lafayette station at Bordeaux, erected by the United States and operated during the war by the United States, passed into the hands of the French government, a working agreement was entered into between France and the Radio Corporation of America which provided that all dispatches sent to America must be handled in America by the Radio Corporation and the land telegraph companies with which it is bound by other agreements. Furthermore, American law forbade the navy to compete with private enterprise by assisting in the transmission of press dispatches. Therefore, The Tribune's wireless receiving station has been suspended.

* * *

On December 12, 1920, at the busiest time of the year, and between a Sunday morning edition of 760,000 and a Monday morning edition of 450,000, The Tribune installed itself in its new Plant without missing a deadline or a mail car. One hundred telephone lines and 275 extensions were transferred without disturbing service. Fifty-seven linotypes, nine steam tables weighing seven and one-half tons each, furniture, hundreds of filing cases, all moved in orderly procession from Madison and Dearborn Streets and started functioning in their new home. As much work as possible had been done in advance, but an enormous

job of moving had to be completed within twenty hours. The mechanical excellence of this new Plant as described in subsequent chapters of this book has practically made other newspaper plants out of date.

At about this same time The Tribune furnished funds for founding the Medill School of Journalism of Northwestern University and has since aided in establishing this vigorous young institution.

* * *

During the latter part of 1920 The Great Depression, from which we are only now beginning to emerge, descended upon the United States. The threat of hard times succeeded swiftly to boom times and easy money. Business men were terrified by such an abrupt change of conditions. The "cancellation evil" was a paramount topic of conversation. Wholesale retrenchment was resorted to by many; unemployment grew rapidly; and panic was in the air.

It was amid these circumstances that The Chicago Tribune confronted the problem of its program for 1921. The Tribune management informed the advertising division that there would be no retrenchment on the part of The Tribune; that The Tribune's faith in the soundness of this country was unshaken; that we would meet adverse conditions by fighting harder for business than ever before; and that we would endeavor, by extensive advertising, to induce others to follow our lead. A convention of the advertising force was called in December, 1920. This program was announced to them and the slogan was adopted, "1921 Will Reward FIGHTERS."

This slogan was then hammered into the business men of the United States by a series of full page advertisements in The Tribune and in other metropolitan newspapers, and in trade papers.

Thousands of letters poured in upon The Tribune from American business men expressing appreciation for the stimulating influence which this thought radiated.

To prove that the slogan was the expression of a vital

truth and not a mere juggling of words, The Tribune offered ten prizes of $100 each for true stories of successful 1921 Fighting Salesmanship.

The response was instant—and national in its scope. From a large number of excellent letters ten were selected, printed in Chicago Tribune ads, and later collected in a booklet. More than forty thousand booklets and hangers were distributed. The slogan was adopted by sales organizations everywhere, quoted, reprinted.

But some hard-boiled pessimists still discounted the truth of The Tribune's slogan—"1921 Will Reward FIGHTERS." They admitted that an individual salesman might make a sale now and then in the face of "conditions," but they would add:

"Business is rotten in my line. No one is doing anything. The public is not buying. You can't fight general conditions. Sales and advertising efforts merely waste money trying to do the impossible."

So The Chicago Tribune set out to see whether these gloomy statements were true, or whether organizations were being rewarded for fighting in 1921, as well as individuals.

Four lines were selected in which all the croakers claimed that business was terribly depressed: Groceries, Clothing, Autos, Musical Instruments.

The largest users of Tribune space in each of these lines were then called upon and asked how their 1921 business compared with the big records made during the corresponding period of 1920.

Without exception, these unterrified fighters were doing the biggest business in their history. Some of their competitors had "quit" and left the field largely uncontested. Total business available might be less than last year, but they had increased their proportion of the total. Other lines of business were investigated and it seemed that there was ample business in every line to keep the FIGHTERS busy.

The slogan was changed to "1921 Is Rewarding FIGHTERS" and on this topic Tribune advertisements were pre-

senting the successes achieved by various big organizations. Some of the best examples could not be used because the record-smashing firms feared that publicity would stir up their competitors to imitative activity.

These advertisements were run in The Tribune, in several other metropolitan newspapers, and in trade papers.

By this campaign of the advertising division of The Tribune, conducted in paid space, The Tribune achieved something new in American journalism. It influenced the thought of the entire business community of the United States in a constructive manner and largely assisted in averting a threatened panic.

As for The Tribune, its advertising revenue in 1921, the year of depression and hard struggle for business, was the largest in its history.

* * *

Between November 25 and December 4, 1921, The Tribune conducted the most astounding circulation stunt in newspaper history. In those eight days The Tribune, starting with the largest morning circulation in America and the largest Sunday circulation in Chicago, increased its city and suburban circulation by more than 250,000 daily and 200,000 Sunday.

Yet the increase in the number of Tribunes sold was insignificant compared with the effect which The Tribune's "Cheer Check" distribution had on three million people.

It wasn't a Tribune idea in the first place. Mr. Hearst's newspapers throughout the country were putting on lotteries to stimulate circulation. They were disguised as philanthropy. In Chicago, the Herald & Examiner early in November, 1921, began distributing free of charge millions of "Smile" coupons. Envelopes full of them were stuffed into every citizen's mail box. Piles of them were available at lunch rooms, cigar stores, groceries, etc. Each day the Herald & Examiner printed a list of numbers of "Smile" coupons which were awarded prizes, redeemable at the Herald & Examiner office. It was the theory that since

practically every person in Chicago had been presented with coupons they would buy the Herald & Examiner every day to see if one of their numbers had won a prize.

A different local politician was pictured each morning in the act of drawing that day's winning numbers. Even Mayor Thompson and Governor Small participated thus in a newspaper's circulation lottery. Of course it was not called a "lottery" but was camouflaged as Christmas charity. The lottery increased the Herald & Examiner's circulation, but not in any sensational manner.

The Tribune, having won circulation leadership by years of hard fighting, was not inclined to permit this lottery scheme to imperil its supremacy. Two courses seemed open: complaint to the federal authorities, or a direct counter attack. The latter was adopted.

It was decided to run a lottery that would make the Hearst affair look like penny ante compared with Monte Carlo and to run it frankly and openly as a circulation getting lottery—not as philanthropy. It was determined to operate in such a loud, plain manner that the viciousness of obtaining circulation by such methods would be apparent. Such a policy would compel the authorities to stop both lotteries.

On November 25, The Tribune announced in a double page spread that distribution of its Cheer Checks would begin that day, Friday; that a public drawing would be held Saturday; and that on Sunday 679 prize winning numbers would be awarded $17,000.00, the "first slice of a $200,000.00 melon."

No one connected with the stunt anticipated such astounding results. Cheer Checks took Chicago by storm. Two of the largest railway printing houses in the world worked twenty-four hours a day printing them and when the contest ended ten days later they had not caught up with the demand. More than twenty-five million Cheer Checks, each bearing four numbers, were printed and distributed during those ten days.

Banks asked for Cheer Checks to give to their depositors. Sunday schools distributed them. The largest industrial concerns asked The Tribune for allotments for their employes. Attempts to pass them out from trucks in the Loop led to riots. Canvassers hired to take them from door to door preferred to keep the checks or sell them, rather than receive their pay.

If one retail store in a neighborhood had Tribune Cheer Checks and others didn't, it might as well close up. As a result thousands of retailers came to The Tribune Plant and stood in line in the winter rain to get allotments of Cheer Checks.

Chicago's rich as well as Chicago's poor were collecting Cheer Checks and speculating on the possibility of collecting the possible maximum of $20,000.00 in prizes in one day.

It is doubtful if any event in the history of Chicago ever created such universal feverish interest and maintained it for ten days.

The strain on The Tribune organization was tremendous. Not only was circulation almost instantaneously increased by 200,000 or 250,000 copies, but all stories, pictures or ads referring to the lottery were eliminated from all except city editions, necessitating unprecedented replating. Thus a great increase in routine work came with the novel tasks of distributing Cheer Checks, holding drawings, and making payments.

A news story in The Tribune each day burlesqued the whole affair. These stories were signed by "Senor Tirador del Toro, World's Best Known Spanish Athlete," or by "Miss Fortuna, the Goddess of Something for Nothing," or by Bock Y. Panatela, or by Manuel G. Perfecto, famous Colorado Maduro formerly of Honduras and Havana. The open drawings of numbers from a great glass box and a gold fish bowl were held in different parts of the city and attracted great crowds. "Big Steve" Cusack, a noted baseball umpire in full regalia, acted as announcer. Drawings were made by a different team each day, for instance,

"Lady Luck" and "Queenie Midnight," two street sweepers, two Chinese, two chorus girls, etc.

Each day the full page advertisement in The Tribune carried an editorial statement of which the following is typical:

DID WE FALL OR WERE WE PUSHED?

The Tribune enters upon its mammoth distribution of cash by lot with strangely mingled emotions. We frankly admit that when our morning contemporary inaugurated this scheme for selling more papers, we looked upon it with disfavor, not to say distaste. Having built our own circulation upon the merits of our newspaper, we felt somehow that the innovation was unethical.

But the judiciary and the officials elected to administer and to enforce our laws co-operated so wholeheartedly in the promotion of this remunerative charity that our scruples seemed actually prudish—a relic of days when skirts trailed below the ankles, and "penny ante" was a mortal sin.

Furthermore, it seemed a shame that an institution which had flourished in such expansive magnificence, even in the piffling banana republics, should receive such niggardly treatment in this rich metropolis. As the dominant newspaper of this community, long supreme both in circulation and in advertising, we were obviously confronted with the duty of seeing that three million people were no longer insulted by being urged to scramble for a share in $500 a day.

The publication of numbers all jumbled up so that holders of tickets could determine only with the greatest difficulty whether or not they had won, was another point not in keeping with the best traditions of this ancient institution, nor with the dignity and fair name of our city.

Having been "pushed" by these factors we "fell"—or rather we "plunged." The reception which the citizens of Chicago have given to our offer of $200,000.00 and yesterday's split of $17,000.00 is indeed gratifying. We are also pleased to announce that our contemporary has seen the light (to some extent) and is now "offering" more money.

We must confess that it is difficult to feel so keenly the scruples of past weeks now that circulation is rising in such astounding waves. We could have easily sold a million Tribunes yesterday, and we have hardly begun. It seems too good to be true. Such profitable philanthropy.

Notwithstanding The Tribune's plain speaking there was practically no criticism of the contest. The public, high and low, simply clamored for Cheer Checks. The cash paid out to 2,373 winners in eight days amounted to $53,950.00.

Other publishers, however, appealed to Postmaster General Hays and to District Attorney Clyne. Both

papers were asked to stop and agreed to do so. The Tribune did stop on December 4, 1921. The Herald & Examiner stopped the particular stunt which had been complained of, but on December 5, announced continued free daily distribution of cash prizes to street car transfer numbers, telephone numbers, and automobile license numbers. It caused no more commotion than had its original lottery before The Tribune "sat in the game with a stack of blue chips." When The Tribune stopped the show was over

Mayor Thompson Sues for Libel

Mayor William Hale Thompson, placed in office by the most powerful political machine Chicago has ever known, resented The Tribune's stories presenting to the world in unvarnished terms his hostility to America's war effort. He has filed the following libel suits against The Tribune:

Date	*Damages Asked*
September 7, 1917	$ 500,000.00
June 22, 1918	250,000.00
August 1, 1918	100,000.00
August 31, 1918	500,000.00
Total	$1,350,000.00

The first of these suits went on trial before Judge Francis Wilson in May, 1922. Mayor Thompson was placed on the witness stand by The Tribune and testified

—that in his opinion blunders of the Wilson administration rather than German aggression caused the War.

—that during the War he opposed sending an army to Europe.

—that he opposed sending foodstuffs to Europe.

—that he opposed conscription.

—that he issued no proclamations to aid Liberty Bond or Red Cross drives.

—that he said farewell to none of the Illinois regiments leaving for service.

—that he never addressed the soldiers at Camp Grant or at Fort Sheridan.

It is the contention of The Tribune that the mayor's attitude toward the War thus admitted by him shows how justifiable were The Tribune stories which he claims injured him in the sum of $1,350,000.00.

Two jurors in the case became ill. The Tribune offered to go ahead with ten jurors, but the Mayor insisted on his right to a "mistrial."

* * *

Patriotism is not the only issue between Mayor Thompson and The Tribune. The present administration of

municipal affairs has been marked by scandals in the police department, school board, and board of local improvements.

In the latter case, such amazingly barefaced methods were adopted for looting the public treasury that The Tribune called upon the courts to halt them. For work as real estate experts within twelve months, five members of the city hall machine were paid almost three million dollars ($3,000,000.00) and were about to be paid more than one million dollars ($1,000,000.00) additional when The Tribune intervened.

The Tribune Company, as a taxpayer, filed suit on April 19, 1921, against Mayor Thompson, M. J. Faherty, president of the board of local improvements, George F. Harding, city comptroller, Frank H. Mesce and Austin J. Lynch. The suit seeks to force the return to the City of Chicago of $1,065,000.00 paid to Mesce and Lynch for services rendered by them within one year in appraising property for condemnation. An injunction to prevent the payment of an additional million dollars to these same two experts is also sought.

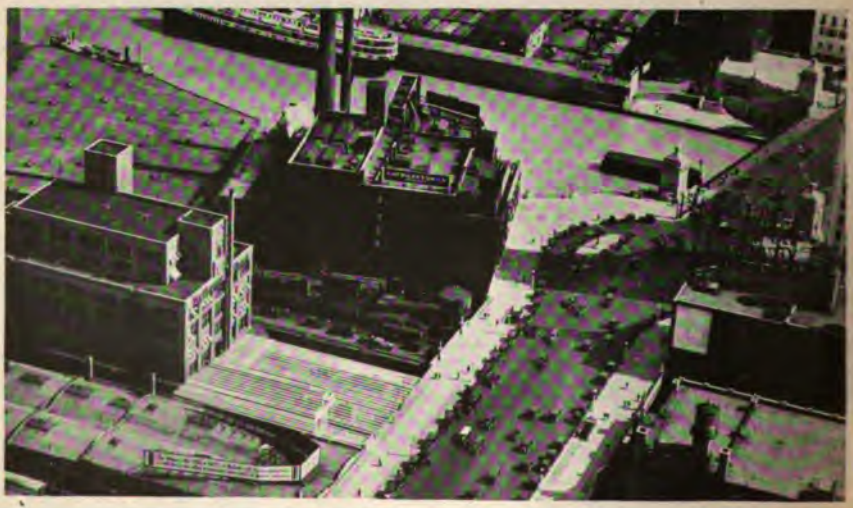
The defendants demurred to the bill, and after argument Judge Charles M. Foell sustained The Tribune in a decision which sets a precedent of vast importance to the people of Illinois. He held that restitution could be enforced, not only against any person obtaining public moneys by fraud, but also against every official who knowingly participated in the transaction.

On June 24, 1921, The Tribune Company filed a suit similar to the above in subject matter and with the same defendant officials. But three new "experts" are named: Edward C. Waller, Jr., Ernest H. Lyons, and Arthur S. Merrigold.

The Tribune charges that the one million seven hundred thousand dollars ($1,700,000.00) paid to these men for "experting" within one year was fraudulently obtained. It demands that they and the officials who conspired with them to obtain it be compelled to return the money to the

DURING *the War The Tribune maintained an enormous billboard at the north end of Michigan Boulevard. It was used for patriotic subjects as shown above.*

THESE PHOTOS *show The Tribune Plant from the south (above) and from the north (below). The ruled white space marks the site on which the new Tribune Monument will stand. Architects have been offered $100,000.00 in prizes for a suitable design. The low building north of The Plant is a Tribune garage.*



City of Chicago. Injunction is also sought to prevent the payment of additional fees amounting to $270,000.00.

Both the above suits are awaiting trial.

* * *

In a desperate effort to stop The Tribune's exposures of incompetence and corruption in municipal affairs, the Thompson administration caused a libel suit to be brought in the name of the City of Chicago against The Tribune demanding damages in the sum of ten million dollars ($10,000,000.00). This is the largest amount ever asked in a libel suit, and it is the first time in American history that any agency of government has attempted to sue for libel. Probably no more dangerous attack has ever been made on freedom of the press and free speech.

The politicians' claim was that The Tribune's allegations of incompetency and corruption had injured the credit of the city—lowering the rate at which its bonds could be sold and increasing the cost of supplies.

The Tribune demurred, maintaining that the articles complained of were not libelous and that in any case to maintain the action would violate the freedom of the press guaranteed by both state and national constitutions.

On December 12, 1921, Judge Harry M. Fisher, of the Circuit Court of Cook County, handed down a notable decision sustaining the stand of The Tribune. Comments of the press on this case and Judge Fisher's opinion have been printed by The Tribune for distribution to those interested. Judge Fisher's summary of the points involved was, in part, as follows:

The press has become the eyes and ears of the world, and, to a great extent, its voice. It is the substance which puts humanity in contact with all its parts. It is the spokesman of the weak and the appeal of the suffering. It tears us away from our selfishness and moves us to acts of kindness and charity. It is the advocate constantly pleading before the bar of public opinion. It holds up for review the acts of our officials and of those men in high places who have it in their power to advance peace or endanger it. It is the force which mirrors public sentiment. Trade and commerce depend upon it. Authors, artists, musicians, scholars and inventors command a hearing through its columns. In politics it is our universal forum. But for it the acts

of public benefactors would go unnoticed, impostors would continue undismayed, and public office would be the rich reward of the unscrupulous demagogue. Knowledge of public matters would be hidden in the bosoms of those who make politics their personal business for gain or glorification. While not always unselfish, yet in every national crisis we find it constant and loyal, rendering service of inestimable value. Observe the role it played in our recent national emergency. It was the advance agent of our treasury, and the rear guard of our army. It set us to work upon the minute and told us when our several tasks were done. It informed every soldier when and where to report for duty and gave him his instructions with reference to it. It kept us in touch with our men in the field and carried messages of cheer and encouragement. It built up our spirits, aroused our determination and finally had the honor of heralding in every household the joyous news of victory and peace.

It is only natural that the rendering of such service should result in corresponding power; and power without the abuse of it is unfortunately rarely found. The press is no exception. Economic interests often lead a great portion of the press to serve the commercial elements of the community, upon which it largely depends, to the detriment of the public. But, fortunately, while the good the press is capable of rendering, if unafraid, is without limit, the harm it can do has its own limitations. The press is dependent for its success, for its very existence, almost, upon public confidence. It must cater to public sentiment even as it labors to build it up. It cannot long indulge in falsehoods without suffering the loss of that confidence from which alone comes its power, its prestige and its reward.

On the other hand, the harm which would certainly result to the community from an officialdom unrestrained by fear of publicity is incalculable.

Plaintiff's counsel's own argument shows where the law which he contends for, if it were the law, would lead us to.

"Everything," he says, "which affects the city in its finance or in its property must be treated by law the same as if it were spoken of or done against a private corporation. If a libel would result in an increase of one cent on the cost of pencils, the city could maintain an action."

It is difficult to imagine a case of adverse criticism of a municipality which could not be shown to have affected it or its property in some remote way. Moreover, if plaintiff's position is sound, does it not logically follow that criticism directed against the responsible officials of the city, which would result injuriously to the municipality, would give rise to a like cause of action on behalf of the city?

To say that a city is an unsafe place to live in because of the corruption or the inefficiency of the police department is almost certain to keep away prospective residents whose payment of taxes would otherwise enhance the city treasury. To say that the mayor of a city has no regard for contractual obligations would unquestionably keep men from bidding and contracting with the city on the same basis that they would if they were certain that they will have no trouble in enforcing the city's obligations. To charge that bribe money must be paid in order to obtain a contract from the city would result in keep-

ing responsible bidders away and increase the bids of those who would offer it. To charge that political favorites are preferred in the letting of contracts will keep away many more bidders than would a charge of insolvency. For, as a matter of fact, a municipality cannot be insolvent, in the sense in which that word is ordinarily used. At any rate a contractor desiring the work could easily ascertain how and when the money will be forthcoming to pay the obligations of the contract, but when favoritism governs the granting of contracts he knows, if he is not of the favored few, how useless it is to bid for work. In short, almost anything unfavorable that could be said of the government or its office holders is likely to affect the municipality financially just as injuriously as the articles charged to have been published by the defendant. It is too evident to permit of doubt that, balancing good against good, the mischief which would flow from an application of the rule which would permit the city to sue as a private person would overwhelmingly outweigh the benefit which could possibly come from it.

Stripped of all the elaborate argument, in the confusion of which the question for decision might look difficult, the fact remains that, if this action is maintainable, then public officials have in their power one of the most effective instruments with which to intimidate the press and to silence their enemies. It is a weapon to be held over the head of every one who dares print or speak unfavorably of the men in power.

There are men who, in the interest of public service, would not be terrified by criminal prosecution and imprisonment. They would keep up the struggle against a corrupt government even from the cell, if the instrument for conveying their thought would remain intact. But the recovery of heavy damages, in a civil action, or even the necessity of continually defending against such attempted recovery would destroy the instrument itself, the newspaper. Especially would this be true in smaller communities where the newspapers have not large means. The cost of the defense alone would be sufficient to impoverish them. In civil actions, unlike criminal prosecutions, the jury is not the judge of the law, and a friendly judge (and such a thing was found not impossible at least so far as the history of prosecution for libel is concerned) would have the right to instruct the jury to find the defendant guilty, or, if a verdict unfavorable to the plaintiff were returned, to set it aside, and order a new trial, and continue granting new trials until a favorable verdict were obtained.

While good reason exists for denying a publisher the right to print that which he cannot prove against an individual, and recklessly to pry into his personal affairs, defaming his character and reputation, simply because of his public position, no reason exists for restraining the publication against a municipality or other governmental agency of such facts, which, as Judge Taft puts it, is well that the public should know, even if it lies hidden from judicial investigation. There are other differences to be found between an action by a municipality and an action by an official whose personal character and integrity are attacked. In the one, the prosecution is at the public expense, in the other, at the personal expense of the plaintiff. Aside from the costs involved, there is much which would cause an individual to forbear action. The honest official seldom fears criticism. He answers argument by argu-

ment, and only, in extreme cases, resorts to law. The dishonest official is often restrained by the fear of laying his character open to a searching judicial inquiry; but if he can hide his own infirmities by labeling his action in the name of a municipality, the number of suits would be governed only by political expediency.

This action is not in harmony with the genius, spirit and objects of our institutions. It does not belong to our day. It fits in rather with the genius of the rulers who conceived law not in the purity of love for justice, but in the lustful passion for undisturbed power. It will, therefore, be unnecessary to consider the other questions involved, and since I find that the demurrer ought to be sustained not merely because of any defect in the pleading but because no cause of action exists, nothing can be gained by amendment. The demurrer will, therefore, be sustained.

Appeal was taken from the above decision and is now pending in the higher court.

* * *

The Tribune carries every day at the "masthead" of its editorial page this slogan:

> *"Our Country! In her intercourse with foreign nations may she always be in the right; but our country, right or wrong."*—Stephen Decatur.

On April 21, 1922, The Tribune printed a letter from one of its readers protesting against the reiteration in peace times of a "chauvinistic" sentiment excusable only as a war measure. On the same page The Tribune replied in the following characteristic editorial:

SHE'S UP TO STAY

In the Voice of the People, across the page in this issue, is printed a letter . . . protesting against the continued use of the sentiment of Stephen Decatur at the head of the editorial department of The Tribune.

Mr. Fry's letter and others of similar protest received from time to time are sufficient reason and good reason for keeping the sentiment nailed to the flagstaff for the next hundred years. So far as the present management of The Tribune is concerned it's there to stay.

This nation has been described by contemptuous Europeans as a mongrel. It has been tested to the hilt by the admixtures which have come to find new fortunes here. If it were not substantially sound it could not have stood the test. It has.

Nationality is a precious thing. It is a powerful spirituality. It ennobles. It is also material. It represents a protective community

of interests. Right and wrong are not black and white. An egotistic man can say, and does say, that he knows which is right and which is wrong. He is a cricket in a fence corner.

It is altogether possible that the foreign policy of an American government would distress the consciences of a great many citizens. Some think that Haiti is a reproach to us now. They think that brutal marines are imposing upon a cultured and defenseless land. The Tribune thinks that a land of savagery with a fringe of superficial literacy has been brought into a semi-ordered state and that it is the duty of the United States to make it at least semi-ordered.

New Englanders and others in the north thought the war with Mexico was bad. What is bad? Is it bad that Texas is not Chihuahua or Sonora? Vallandigham thought the war with the South was bad. Is it bad that human beings are not being sold down the river in the United States?

Debs thought the war with Germany was bad. Is it bad that the German fleet is not protecting the landing of German divisions in Central American and South American ports and driving the United States, lone and unprepared, to a war with the greatest military power of Europe? Who shall say policies are good or bad? The government through its ordered methods or the midge of a citizen who without responsibility comes to conclusions satisfactory to his egotism?

The structure of a nation does not permit these individual judgments in emergency, and particularly the structure of the United States does not. Americans have permitted the man from Cork, the man from Berlin, the man from Teheran, the man from Kief, the man from Naples, the man from Stockholm, the man from Glasgow, the man from Lisbon, from Tangiers, from the Congo, from Mesopotamia, from Armenia and from Siberia, from Kent and from Saxony, from Tuscany and from Brittany, from Quebec and from Coahuila, from Araby and Abyssinia to come here without restriction until recent years and acquire citizenship easily.

Its danger is that in its dealings with other lands it will disintegrate. It was frankly said not long ago that the principal, the only, duty of the Italian ambassador in the United States was to direct the influence of Italians voting in the United States in the interests of Italy. Italians here are urged by their government to nationalize in the United States and help Italy by their votes as American citizens. This is true of other nationalities in spirit if not in form. These alien blocs in the United States tend to break down American purpose conceived purely for American well being.

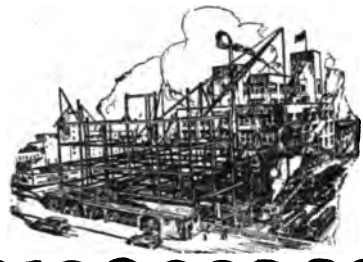
The United States is regarded as the soft shell crab of nations. It is supposed to be easy to fry. We admit that government mistakes might try the conscience of a citizen, but where will he take his individual judgment when the organized policy of his nation has committed him in a dispute with another nation?

Will he admit that he may in clear conscience be with the other nation? Then how does he expect to keep America, with her diverging elements, an integrated nation? Or does he not care, being in some high altitude of egotism, whether he is a citizen of a nation or an individual in a riot? Possibly he would prefer to be a citizen if he

considered nothing more spiritual than his investments and real estate holdings.

Our flag is up to stay. When the American nation makes its decisions in foreign relations we hope that the decisions are justifiable, but if another nation challenges them, and if force is to be the issue, then we are for the United States, right or wrong.

In commemoration of its seventy-fifth anniversary, The Tribune



$100,000.00

IN PRIZES TO ARCHITECTS

Seventy-five years old today, The Tribune seeks surpassing beauty in new home on Michigan Boulevard

The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

SEVENTY-FIVE YEARS OLD TODAY

—offers $100,000.00 in prizes for designs for a new building to be erected between its present Plant and Michigan Boulevard.

—awards to Paul Cross Chapman a prize of $5,000.00 for mural paintings to be placed upon the walls of its news room.

—announces the invention of a Color-Rotogravure press and its weekly use in printing a beautiful new magazine section for The Sunday Tribune.

—publishes this book.

And, as this book goes to press, The Tribune is fighting tremendously important battles for free speech, and better government, not only in its columns but in the courts. Libel suits aggregating $11,350,000.00 are pending against it, and its suits to save Chicago more than four million dollars in "expert" fees await trial. Tribune circulation and advertising are at the highest points. Assuredly, The Chicago Tribune is 75 years YOUNG.

THE PRESENT

The business of publishing a newspaper—
Editorial, Advertising, Circulation,
Production.

Tribune
Plant

LAYING *corner stone of Plant at St. Clair street and Austin avenue, June 7, 1920. Co-Editors and Publishers of The Tribune speaking—Col. R. R. McCormick at right—Capt. J. M. Patterson below.*

LOOKING *from Michigan Boulevard toward The Tribune's Manufacturing Plant. For designs for a new building to be erected between this Plant and the Boulevard, The Tribune has offered $100,000.00 in prizes.*

Editorial Division

A TRULY great newspaper must be, first of all, a *newspaper*, because it is for news, first, that readers want a paper.

The appetite for news is instinctive, another evidence of the gregarious nature of man; we not only like to live together but we want to know the fortunes of our fellows. This appetite is deep seated, old as the race. The courier never lacked refreshment or a place by the fire; the intelligence he bore made his welcome. The "oyez, oyez" of the crier opened shutters at midnight in the mediaeval towns. Today, in isolated places, the beat of hoofs, the sound of a strange motor, the sight of a sail, quickens the pulses; there may be news coming.

The craving of news is logical, understandable. The material world of each of us, the world in which we live and work and play, is a little place, limited by necessity. But the world of the mind and soul is infinite, and in this inner personal world, each man is his own Columbus. We read avidly of countries we shall never see, people we shall never know, events that will never touch us; of crime and heroism, accomplishment and disaster, vice and virtue—all to magnify and complete and furnish this inner world, wherein we go to escape the monotony, the limitations, the ennui of our own existence. We find in news a spiritual and emotional satisfaction.

Moreover, news is a constructive force. We increase our knowledge, amplify our experience, and improve ourselves by the news we read. The shopgirl wants to read of marriages, of the work of men, of children, of new hats, because marriage and men and babies and hats are all part of her life to be. The man in the street is interested in rumors of wars; he has been in one and is concerned about taking part in another. He follows politics, because politics influence his

future. He reacts to every story. Prices go down; his money will buy more. Employment is scarce; he may lose his job. New bond issues pay high interest; he ought to save. And so on. Not a day passes but the outlook, the personal plan and selfish program of all of us is influenced, determined, or modified by *news*.

Indeed, the successful conduct of business, of social life and government, would be impossible today without news. The influence of news is collective as well as individual. War threatens in certain parts of the world; a government breaks off or cements certain foreign relations. There is a crime wave in Boston; the local chief of police can look for one here. A strike in the coal mines; manufacturers conserve coal. A cold wave is coming; department stores prepare for a rush on blankets and overcoats. Nine hundred thousand bushels of wheat are dumped on the Chicago exchange; prices fall, trade languishes, panic threatens, farmers protest, the government is disturbed. But tomorrow's newspaper tells the story of a clerical mistake in a brokerage house, and the anxiety of millions is dissipated.

With these considerations, it is obvious why The Chicago Tribune, and all big newspapers, go to such lengths of effort and expense to secure news. *News is the newspaper's most important commodity.*

* * *

The Tribune from its inception has always been noted for news. Pioneer in utilizing the telegraph, sponsor of the Western Associated Press, time and time again the first paper to discover and release important intelligence, this greatest paper has been untiring in its effort to encompass the daily grist of the world. The Tribune was the first newspaper in Chicago to receive news by telegraph and the first newspaper in the world to receive international news by wireless. Neither expense, nor effort, nor when necessary, time, is spared *to get the news*. This spirit always prevails in the whole editorial division of the paper; and as the need brings forth the men, this policy has always been instrumental in bringing to The Tribune the best

ability in every editorial field. And, not the least reason for The Tribune's success is its *human* policy toward the people who find and write its news.

Reporters like to work on The Tribune, for the obvious reason that it is pre-eminently the best paper; the association is in itself significant of merit and ability. Aside from this fact, which affects the whole personnel of the paper as well as the newsgathering end, there are more specific reasons which determine the newswriter's choice.

In the first place, barring only the limitations of time and space, a reporter is, perhaps, under less restriction on The Tribune than on any other paper. The requirements are only that his copy be: first, *news;* second, *interesting*. Beyond these, everything lies with himself. No office style, no hard and fast rules or methods of treatment, need be conformed with. Under such conditions, The Tribune newswriter is enabled to make the fullest possible use of his personal resources. If he sees a human interest in a news item, his story may be humorous, or pathetic, or moving as he can make it. The elements that make literature cannot spoil news, but rather improve it. As a consequence, the pages of The Tribune reflect life—fully and comprehensively. In the daily schedule, now and then is to be found a piece of writing that might be called classic—chuckles and tears and passages of vividness and power.

This freedom of expression is the best incentive to ability. It keeps the contents of the paper, and the staff, live. It is a perpetual invitation to do the best work. Homer would have liked to work on The Tribune; no blue pencil would have blurred the *onamata-poeia* of his lines. So would Horace, with his whimsicalities; Herodotus, with his wealth of incident. So would Balzac, Addison, Samuel Johnson, Dickens, Hardy, Kipling, and Mark Twain. Because in writing Tribune news each of these would have opportunity to exercise his exceptional abilities.

The Tribune's policy, in many other respects, assists the reporter. The paper not only professes to be independent

and non-partisan, but is. Just so the story be news, and true, The Tribune prints it, though it shake the portals of the state or pillars of society. A notable example of this independence is the incident of the peace treaty; when in 1919 a Tribune reporter secured a copy of the withheld treaty, The Tribune printed it, because The Tribune believed that the right of the people of the United States to know the substance of the treaty came ahead of the possible diplomatic advantages that lay in keeping it secret.

Furthermore, the business office is without influence in the reporter's realm. Advertising is sold strictly on a business basis with no editorial bonus. Dramatic, literary, automobile and movie editors write their comment and criticism with certainty that they may express their convictions with absolute freedom. The Tribune has held steadfastly to this policy in the face of attempts to penalize it by heavy withdrawals of advertising. Tribune writers are often admired for their "fearless" criticisms. The "fearlessness" was The Tribune's. It paid the bill in loss of revenue, while the writer's salary went on as usual.

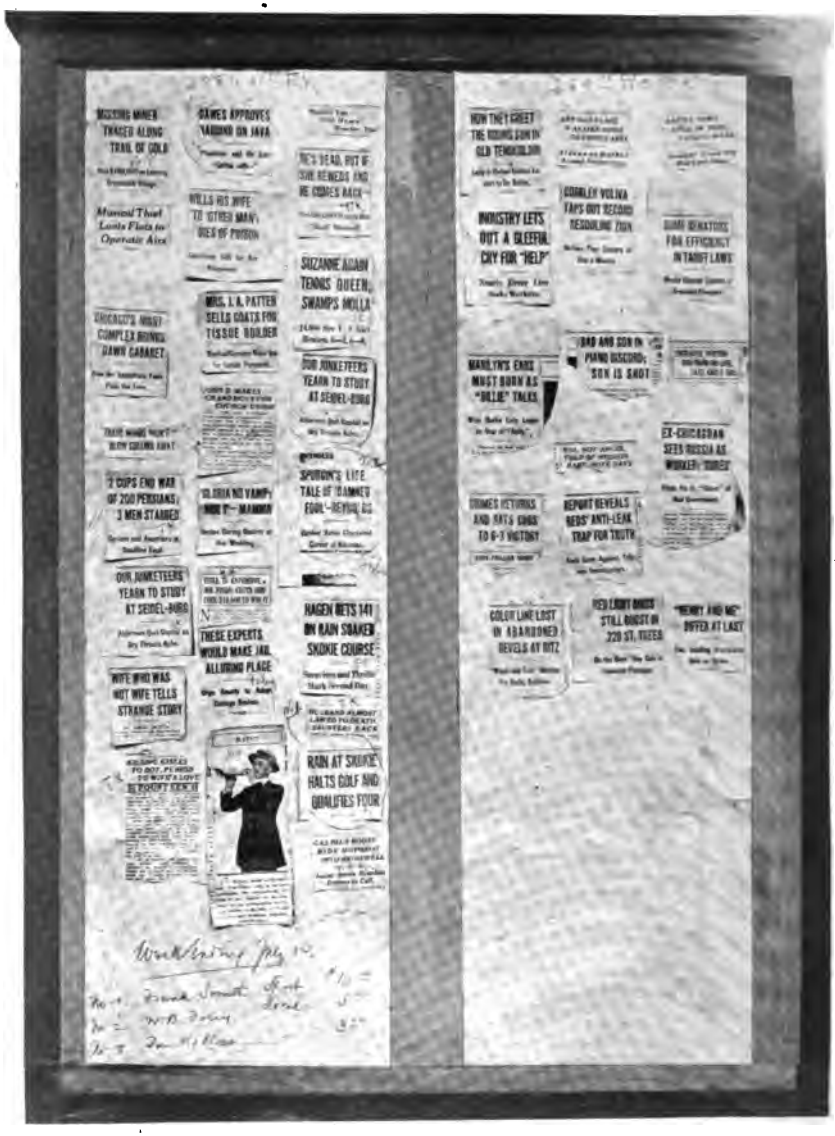
The reporter on The Tribune feels, and is, secure. Harsh, "quick firing" methods in vogue on some papers have never prevailed on The Tribune. A Tribune reporter is not looked upon as a bird of passage. Thirty-two members of the editorial department have been on The Tribune more than ten years. The Tribune not only attracts, but holds, ability.

The following extracts from an address by the city editor of The Tribune to the students of the Medill School of Journalism shows the attitude of this department of The Tribune toward its work:

"News is a record of action.

"If you will examine this definition in all its facets, I think that some day you may come to some understanding of the business of newspapers. You must become competent to set down a record and you must become competent to judge of what is an action fit to be recorded. A great many

FRAMED *and hung on a post in the Local Room where all copyreaders can see it is the above collection of Tribune heads. When the city editor or telegraph editor passes a story to a copyreader, he marks it "8 hed" or "2 hed," etc. If the copyreader is in any doubt as to the style of the head to be written—the exact number of letters and spaces per line—this is his guide.*



PRIZES *are offered each week for the best heads written by Tribune copyreaders. During the week each man clips the heads of which he is most proud and posts them on the bulletin board shown above. At the end of the week the managing editor looks over the entries and makes the awards as shown.*

times you will be tempted to record something which you really believe ought to be the truth. But what ought to be the truth and what is the truth provokes a discussion that is likely to give you a great deal of concern. It is this very salubrious difference in values that will bring you acrid letters from our ancient friend vox pop; and often cause you to decide that after all the best way to conduct a newspaper is with a sawed-off shotgun.

"The newspaper business is a game of eternal youth. It wants snap and action. It reflects the growing world, not the middle-aged, sagging, comfortable world that has retired on a competence, or the decayed, woeful world that is standing on a street corner begging for alms.

"The moment you regard the human race as a finished product you have quit newspapering and you are making your will. The newspaper is unlike almost any other business and yet nothing is quite so symbolic of the changing world. Each newspaper day is a complete cycle. Each twenty-four hours tells its story, banks the fire in the furnace, winds the clock and goes to bed. Nothing is so old, so stale, so tasteless to the newspaper man as yesterday's newspaper. We keep the newspapers of yesterday in a place called the morgue. You need no Arabian imagination to tell you why it is called the morgue.

"The news room lives for today. It is this eternal youth of the newspaper that makes the dangerous rainbow of color and atmosphere. You often are likely to hear such esthetic locutions as the "urge" and the "fascination of the life they lead," the "thrill" and "excitement." If you are given to thinking of these things, forget them. They are for romantic laymen. You cannot be the scenery and the audience, too.

"If this school can erase the notion that newspapers exist for dreamy, poetic minds whose sole product is to be only frothy little imaginings uttered without direction or restraint, it will have done a master's work. Even among those whom we consider experienced workers we constantly are meeting

with those who fondly conceive it to be their parts to turn out 'light, chatty stuff.' 'I cannot work on assignments,' they will say, 'I must go and pick up little stories here and there. I must write just as I feel. My copy can't be corrected. I always do my own correcting and my stories must run as I write them.'

"Stop it. It isn't being done. The newspaper business is a serious affair. It deals intimately every day with the serious concerns of millions of people. Don't get the idea that it is conducted by a collection of irresponsibles who go charging about without mode or reason to publish, at a prodigious cost, inconsequential and childlike utterances. Every person on a newspaper has a direct mission and purpose. Everyone is under direction. There are no sacred cattle with divine license to ignore authority. Every act on a newspaper is done by delegated authority.

"On a newspaper one of the most hopeless types of prima donna is the one that is completely intolerant of prima donnas. He is the one who constantly asserts he views his field with a broad, even distribution of light but never fails to complain bitterly because his last paragraph was left out.

"The prima donna is one who will not understand that a newspaper is bounded by steel hoops—literally, not just speculatively. It is surprising what little elasticity there is in the metal page of type. And yet the prima donna will weep bitter tears, resign, curse the editor and classify him among the most unspeakable of blundering upstarts because the sacred brain child of the prima donna has been trimmed to fit.

"A real star is one who fully understands that it is not his one little contribution that boxes the compass and puts mankind at its ease, but that it is the complete newspaper, carefully designed, each item of world news, of industry, economics, domesticity, politics, science, health, crime—everything in proportion, that stamps the dependable and trustworthy journal. It is the easiest thing in the world for a newspaper to devote itself to the shocks, the horrors and atrocities of

life. A newspaper man need have only a spoonful of brains to dip his journal in blood and wave it before a morbid mob. He is just as sure to attract attention as if he ran naked down the middle of State Street. But it does require knowledge and a steady hand to inquire into the complexities of advancing civilization.

"In order that this may be kept so, there has grown up the things we call system, efficiency. Stories are not printed without investigation. Even in the face of investigation there are mistakes. But that is because human judgment errs. Hardly any two persons can see the same event alike. That is why the newspaper requires trained minds with a capacity for patient inquiry and sound decision. You may not write what you think. You must write what you find.

"Often I have thought about that pleasant delusion of the laymen: 'How thrilling and exciting it all must be.' The most exciting moment I can think of is when, at the deadline—the instant of going to press—a copyreader is trying to summarize a two-column story into a headline of 13½ letters when his mind seems mechanically determined upon 14 letters. That half letter is holding up a whole composing-room, a mob of sweating, impatient stereotypers, a battalion of inky pressmen, a wagon train of circulation drivers and a half million readers. The torment that passes in that copyreader's brain is all the nerve-racking strain of a lifetime crystallized into the moment. And yet those who seek to view from the sidelines the mad clamor of the newsroom will find their sole recompense in a lone individual sitting quietly and thoughtfully at a desk.

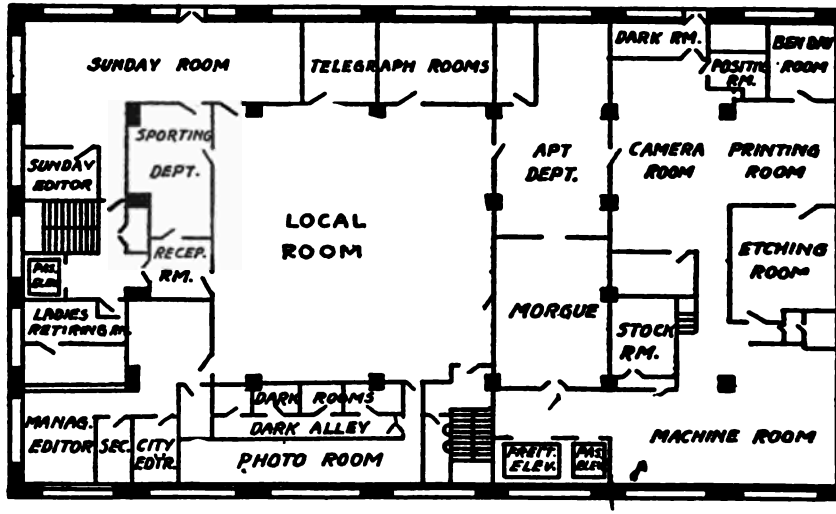
"The excitement and thrill is not in the savage rush of reporters and yelling of editors. Your newspaper is the result of patient, constructive effort. It has been prepared by mental concentration. Men do not concentrate in a cyclone. That silent, thoughtful copyreader is the personified prototype of the excitement you read about."

Local News

PERHAPS the best idea of how local news is obtained will be gained by enumerating the sources of such news.

The City News Bureau is a news-gathering organization jointly maintained by the daily papers of Chicago. By this co-operative effort the newspapers avoid duplication of effort in covering routine sources of local news. The City News Bureau has its reporters stationed all over Chicago and suburbs. They are at police stations, City Hall, County Building, Courts, Federal Building, Board of Education, Hotels, etc. All is grist that comes to their mill, everything that is news or that might be news. They phone their stories to the main office of the Bureau at frequent intervals, not attempting to write finished productions, but sending in briefly, accurately, promptly, every possible fact.

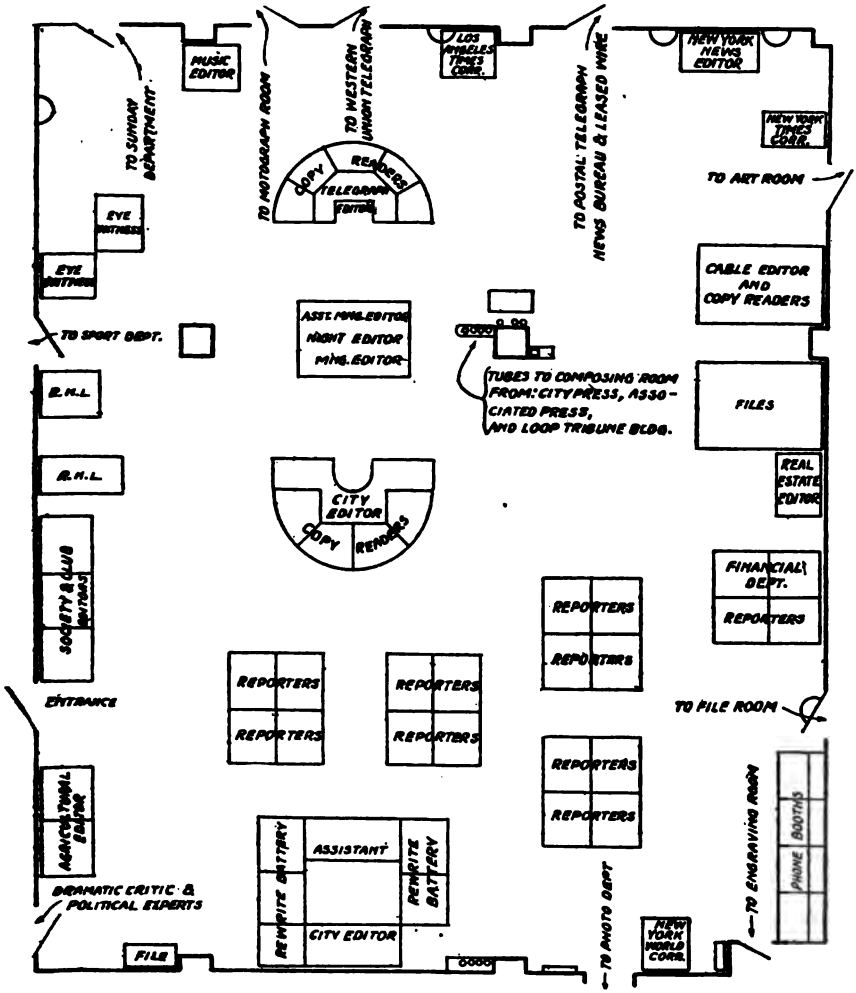
The story is taken at the main office by a typist with a telephone receiver strapped to his head. Instead of ordinary paper his machine contains a stencil, on which he writes one



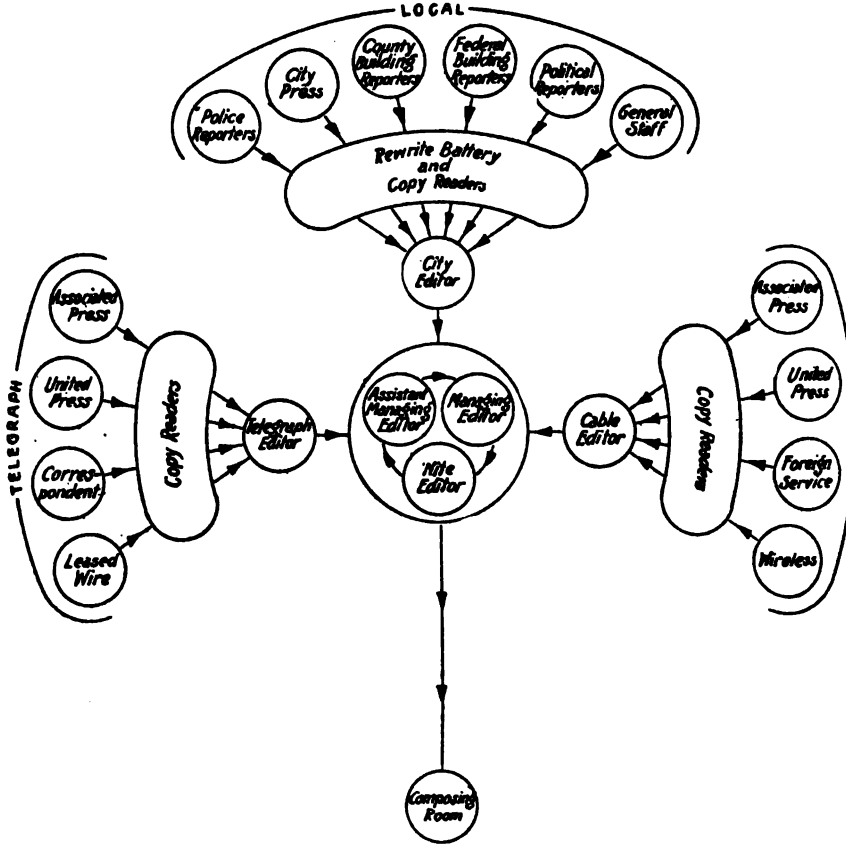
Fifth Floor of Chicago Tribune Plant

or two sentences to a sheet. As fast as he finishes them the sheets are run through a duplicating machine and shot by pneumatic tube to every newspaper office.

These News Bureau bulletins are instantly scanned by the man "on the desk." On receipt of the first "flash" he may rush every reporter he can reach to cover the big story it implies, or he may wait until all the News Bureau bulletins are in and then decide that it is worth turning over to a reporter for check-up, or he may discard it as valueless, or he may turn the sheaf of bulletins over to a "re-write man"



Local Room on Fifth Floor of Tribune Plant



How *news passes from its sources to The Tribune's composing room.*

to be organized into a story. The volume of raw material for news stories turned out each day by the City News Bureau is enormous.

A number of Tribune reporters are assigned to regular "beats"—City Hall, County Building, Federal Building—duplicating to a certain extent the work of the Bureau, but concentrating their efforts on the biggest events only. At night when "dead lines" make minutes precious, and when crimes and fires might be inadequately covered if hurriedly filtered through the Bureau, a "night police reporter" is kept out at a key police station on each side of the city.

Of course there are many other sources of news. "Tips" flow in to the "city desk" from friends of The Tribune or of the staff, from policemen, officials, politicians, lawyers, hotel clerks, press agents, club women, business men, etc.

* * *

Someone is "on the city desk" every minute of the twenty-four hours every day in the year, ready to receive news and to concentrate the entire resources of The Tribune on covering it if necessary.

Although the day never ends, it may be said to begin at 8 in the morning. At that hour the dog watch is relieved by the first day man on the desk. He finds the place clean. There is no litter on the floor, nor any accumulation of files or rubbish on the desks. It is like the beginning of the first day. His watch is usually a quiet one, though there are many telephone calls, events of the day to be noted for reference, and on occasion a robbery or a railway accident, to cover which reporters and photographers must be called and dispatched to the scene.

At 10 o'clock the assistant city editor comes on and remains until 6 or later. Being in superior authority he is "on the desk" and so remains until about 5 o'clock when the city editor takes charge. The first duty of the assistant city editor is to make up the assignment book. This is a large folio volume, allowing two pages to each day and space for some two hundred entries. Some of these, those regular-

ly recurring, are printed but most of them are entered in writing each day. The information for this list comes from various sources. Yesterday's assignments and news clippings from the day's papers furnish some. The future box contains announcements of coming events. The City Press news always has something that must be followed up. The comparative news scrap book shows, in parallel columns, how the various events are treated in the morning newspapers. And the telephone and mail are bringing in facts or notices of coming events. From all these and every other available source is compiled a complete prognosis of the day. These usually range in number from 65 to 100. Opposite each event is set the name of the reporter who is to cover it. Sometimes a man is given two or more assignments for a day. At others any number of men up to a dozen may be assigned to a single event, with one of them in direction of all.

After the assignments are given out, the daily routine continues. There is a continual trickle of copy from the City News Bureau. And all the while the telephone, the mail and the telegraph are bringing in additional matter requiring attention.

Between 11 and 1 o'clock there is a perceptible increase in the activity of the place. The society, religious, financial and real estate editors come in. These usually finish their work and turn it in to the city editor by 6 o'clock. The reporters also come, except those who, like the police reporters, have regular assignments and do not appear until the day's work is done. They first get their mail, then look at the assignment book and get further information when necessary, and go about the work in hand. Those having afternoon assignments are expected to complete them and turn in their copy by 6 o'clock to relieve the congestion of the later hours, and also to be ready for evening assignments.

Departments

ASSOCIATED with the local staff are various editors who cover particular fields of news requiring specialized attention.

The political writers, for instance, devote their entire attention to this field. The political editor's strength lies as much in what he knows and in who he knows as in what he writes. Other staff men specialize in economics and sociology.

* * *

The Religious Editor is always a clergyman. He also conducts "The Bank of Kindness" which receives and distributes contributions for various worthy charitable cases brought to public attention by the news columns—relief for the family of a policeman or fireman killed in the performance of his duty, funds for free ice and vacations for the children of the poor, Chinese or Russian famine relief, etc.

* * *

The Society Editor is always a woman and has a woman assistant. On occasions such as the opera she increases her staff by recruiting other feminine members of the editorial department. She has correspondents in New York, London, Paris, Palm Beach, etc., and keeps close check on the activities of Chicago's *haut monde*. An enormous amount of news is mailed or brought in person by the public to this department, and the lists of engagements, weddings, and social events fill columns in The Tribune every Sunday. The affairs of Chicago's many women's clubs are followed by a special Club Editor.

* * *

Sports are handled by a highly specialized department affiliated with Local. It comprises seven or eight men, each of whom is expert in one or more branches of sport—football, golf, pugilism, etc. Three men follow baseball almost

exclusively. There was a time when reports of professional baseball practically dominated the sporting pages except for a brief period when football ruled. Professional baseball is still of great importance, but The Tribune has taken the lead among American newspapers in giving proper recognition to the many other sports in which millions of citizens are not only interested, but in which they actually participate.

Special attention is given to high school and college sports, to fraternal society, business institution, municipal playground, and semi-professional sports. Among the sports regularly covered by the sporting department of The Tribune are track and field, skating, roque, polo, swimming, chess, checkers, bridge, skat, yachting, bowling, billiards, soccer, lacrosse, racing, trap-shooting, hunting, fishing, fly-casting, wrestling, handball, tennis.

The Sporting Department has its own staff of correspondents in other cities and at colleges and universities. A large volume of news is sent in to this department by the public.

* * *

The Real Estate Editor has his own column every day and fills a page each Sunday with news of important leases, changes in ownership, building construction, real estate mortgages and bond issues. The Tribune pays an annual fee to the Cook County Recorder of Deeds for the privilege of copying his records each day. Other news is volunteered by brokers, agents, contractors, and architects. This department is closely followed by business men and property owners because of the large and swift effect which transfers of title or projected improvements may have on property values. Material submitted is therefore carefully checked and edited. The influence of this department is decidedly constructive, and aids whenever possible the extensive program for municipal development known as The Chicago Plan.

* * *

The Financial Editor, an assistant and a New York correspondent record the daily pulse of the financial and

industrial world. Interest and exchange rates, bank clearings, stock sales and prices, dividends, bond issues, etc., must be reported promptly and with absolute accuracy. Although exceedingly condensed and printed with abbreviations that make some of it almost unintelligible to the uninitiated, the news occupies one or two pages every day. The world of finance is always clouded with rumors, some casual or circumstantial, others deliberate propaganda. Consequently financial newsgathering is a delicate operation. The Tribune strives to eliminate the gossip and rumors and to print only *facts*.

* * *

Market Editors report the news and quotations of the Board of Trade, the Stock Yards, and South Water Street. This news, together with current prices for metals, cotton, sugar, oils, dry goods, and other raw materials, fills one or two pages each day. The Board of Trade is the world's most important grain market, the Stock Yards constitute vastly the greatest market for cattle, hogs and sheep, and South Water Street probably buys and sells more butter, eggs, vegetables and fruits than any similar area on earth. The Tribune also prints each day the quotations of markets in other cities, stocks in Boston and Philadelphia, grain in Omaha and St. Paul-Minneapolis, cattle in Kansas City, etc.

Practically all the bankers, manufacturers, and big business men throughout the Central West read The Chicago Tribune every day as an essential part of their business day because of this detailed, up-to-the-minute picture of national and local market conditions.

* * *

But the tired business man and his wife and his daughter and his son and his father and his mother and his remote relatives and humblest employes are interested in knowing how to spend the evening most entertainingly. For their guidance, the Literary Editor, the Dramatic Editor and the Motion Picture Editor criticize current offerings in their respective fields. Motion pictures are reviewed every day and theatrical productions as often as new ones are pre-

sented in Chicago. Both receive large treatment in The Sunday Tribune with the addition of a weekly report from The Tribune's dramatic correspondent in New York. Books are treated on Sunday only. There is an extensive review of one worth-while book by the Literary Editor, a column of comment and gossip by his assistant, and reviews of books on varied subjects by specialists.

* * *

An interesting and distinctive department originated by The Tribune is known as the Beg-Your-Pardon Department. Each day, if necessary, apologies for and corrections of errors in the news report are made under the above heading. News passes through many hands before it appears in type, and in the pressure of securing, printing and distributing upwards of one hundred thousand words of it each night, mistakes are inevitable. Every week, therefore, The Tribune prints an advertisement on its first page acknowledging its fallibility and urging readers to report any errors they may discover to the Beg-Your-Pardon Department.

Tribune Local Room

National News

NEWS of the nation comes to The Tribune from the Associated Press, from the United News Service, from The Tribune's own news bureaus in New York and Washington, and from hundreds of correspondents in other towns and cities.

The Associated Press is a world-wide organization for gathering news and distributing it to newspapers. It is a co-operative institution financed by the newspapers which hold "charter memberships" in it. The number of memberships in each city is limited, and an "A. P. charter" is often very valuable. An entire newspaper with its plant is sometimes purchased in order to secure a charter.

The United News is a similar service. The Tribune uses both in order to get all possible news, to get it as quickly as possible, and to get every angle on each piece of news. The "United" occasionally gets an "exclusive" story which does not come to the notice of the A. P. correspondents, and vice versa; and one service may secure a story hours in advance of the other. The employment of these two great news-gathering organizations ensures the best of all the news extant. The Tribune is by no means dependent upon these services. Its own correspondents frequently "scoop" both of them.

The Tribune's New York news bureau, situated in the New York Times Building, serves as source of New York City, Eastern, and some foreign news, all of which is transmitted by The Tribune's special leased wires. This bureau has access to all the news of *The New York Times* and of the *New York News*, The Tribune's own paper in New York.

The Washington news bureau covers national politics, governmental and diplomatic affairs. The Tribune's Washington staff consists of three correspondents and a number of assistants, reporters who keep track of the activities of the various departments and legations. From this staff The

Tribune obtains its national political news, for which the paper has always been noted. A Washington correspondent must be more than a reporter; the job requires a close student of affairs, somewhat of a diplomat and politician. Men prominent in public life have been graduated from this bureau.

The other correspondents, excluding the Foreign News Service, literally run into hundreds. The Tribune has at least one in every large city and sizable town, usually a staffman on a local paper. These correspondents send a "flash"—a schedule of stories available—by wire and the telegraph editor wires back his order. The query, for instance, may run:

WABASH WRECK, 6 KILLED—600; TAFT SPEECH
DEDICATION CO. BLDG.—400;
MAYORALITY ELECTION—500

The figures indicate the number of words in the story. The telegraph editor wires back: Wreck 300, Taft 200, signifying that he will buy three hundred words on the wreck, two hundred on Mr. Taft's speech, and nothing on the mayoralty election. These correspondents are also called upon when further detail or verification is required on important A. P. stories. They are paid fixed rates per column.

Foreign News

IN foreign lands The Tribune maintains thirty-six correspondents. Many of these are salaried men, while some, known as casual correspondents, receive liberal payment scaled with regard for the character and quality of their production rather than quantity. While on assignment away from their established headquarters, all correspondents are reimbursed for their traveling and living expenses.

In the more important posts correspondents have secretaries and assistants and, in some cases, correspondents appoint representatives here and there in the territory for which they are responsible to insure adequate covering of the field. Large offices are maintained in Paris, London, Berlin, Rome, Peking, Manila and Dublin, and in each of these bureaus several correspondents make their headquarters. Upon orders from the European director, or from the home office, these correspondents rush from place to place by trains, autos, and, frequently, by airplanes, wherever news is breaking. Their stories are telephoned or telegraphed to their individual headquarters and then are relayed to Chicago via cable or wireless as speedily as possible. Wherever news is to be found in the world, there also may be found a Tribune man or a Tribune connection. Tientsin is the clearing point for Tribune news from China and Siberia, and Tokio for Japan, with Manila sometimes as a relay station. Sydney, Australia, looks after the antipodes and Buenos Aires has watchful eyes upon South America.

The Tribune being an American newspaper it is deemed best that Europe and the rest of the world be covered in an American way, so, with very few exceptions, The Tribune's foreign staff is made up of men who made good in the home office. They are instructed to cover the news impartially,

that is to present both sides of every argument, and to submerge their personal opinions.

Code books are seldom used in the foreign news service, but there are other short outs which are taken full advantage of. The definite and indefinite articles are never cabled and conjunctions and prepositions are included only when absolutely necessary.

There was a time when a correspondent was permitted to coin almost any sort of a word containing up to ten letters or he could save many words by use of prefixes and suffixes. But now a ruling has been made that prohibits combinations unless the combinations appear in an American dictionary. Cable dispatches are read carefully by an agent of the Company and where the rule has been broken extra words are charged for.

Nevertheless, many words included in the press dispatches nowadays must puzzle the operators somewhat, for correspondents searching for shortcuts in the dictionary soon build up strange vocabularies. The language which the correspondents employ in their dispatches is called "Cablese." Thus exlondon and londonward are cabled instead of from London and to London and only one word is charged for by the cable company.

Despite the great care with which wireless, cable and telegraph operators perform their functions, it is seldom that a dispatch comes through letter perfect. In the case of wireless this is due to a great extent to static interference. In cabling from Paris to Chicago, for example, the dispatch must be transmitted over three separate lines; Paris to the cable station, over the cable and from the American cable station to the addressee by land telegraph. Thus mistakes causing garbled words find three open doors to enter.

* * *

At the end of every night's work the last duty of the cable editor is to send a cable to each of the bureau points which includes three things—a transmission report showing the time each dispatch was received in The Tribune

WIRELESS *operator in Tribune Plant receiving dispatch direct from Bordeaux, France.*

FLASHLIGHT *photograph of crowd receiving election returns in front of Tribune offices at Madison and Dearborn Streets.*

LONDON *offices of The Tribune at 125 Pall Mall, S. W., 1. In these offices John Steele, Chicago Tribune correspondent, brought together representatives of the British Government and of the Dail Errain in conferences which led to those in which Lloyd George and Arthur Griffith and Michael Collins worked out the Irish Free State Treaty. Since the establishment of The Irish Free State The Tribune also has offices in Dublin.*

office; a report showing how each important foreign story was played by The Tribune that night, and any criticism or praise deemed necessary; and instructions, if any, for the following day's work.

The first word of a correspondent's dispatch is always the dateline of the story; the second word is the name of the writer. The last word is the name of the filer of the dispatch and just preceding this name is a figure of five digits. This shows the cable editor the date and time of filing at the cost of one word, numbers of five digits being counted as one word by the cable companies. In cabling to correspondents the cable editor refers to any specific story by using this number.

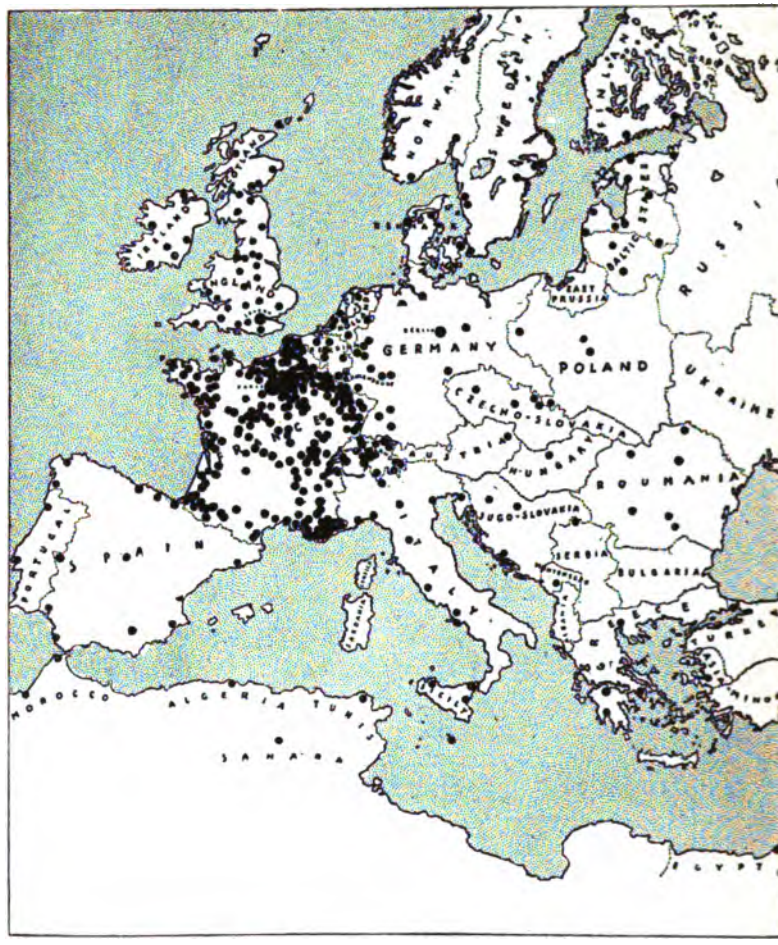
For instance, he might cable a correspondent:

"Your 21174 scooped America 21220 killed editorial stop 21235 Tribune."

The first two digits indicate the day of the month; the next two the hour of the day from one to twenty-four, and the last digit that portion of the hour divided into sixths in which the dispatch was sent. So when the cable reads 21174 it refers to a story filed by the correspondent April 21 in the afternoon between 5:40 and 5:50 o'clock. Ciphers are used to fill out the full five digits so between 9 and 9:10 o'clock on the morning of the seventh of the month would be 07090.

The cable editor also keeps each night a careful schedule of each dispatch received. This schedule when completed shows of each story the city from which it came; the name of the author; the subject of the story; the time filed; the time received; the method of transmission, wireless, cable or mail; the number of words contained in the original dispatch; the number of words appearing in the paper, and the disposition of the story showing what page and column and under what style of headlines the story was carried, or, if the story was killed or held over, the reason for such procedure.

Every ten days there are prepared by the Cable Desk from these schedules similar records of the production of



The Tribune's European Territory

December 31, 1920

Each dot on this map indicates a point at which the European Edition of The Chicago Tribune is sold and read regularly. Beyond this, the European Edition circulates in America, Arabia, India, Madeira and Persia.

each principal correspondent to be sent by mail. The correspondents on receipt of these records are enabled to consult their files of The Tribune and learn just what has been the fruit of their endeavors, and why.

Another means of keeping the men abroad in close touch with the home office and The Chicago Tribune viewpoint is the careful preparation by the Cable Desk of a circular letter each week. These letters go to all hands abroad. They give in some detail the domestic news of the past week and the probable focus of interest for American newspaper readers for the next few weeks. They also record the accomplishments of the foreign staff; describe conditions in the home office, and include any general instructions or orders that may be in order.

All the cable or wireless copy is skeletonized, most of it so closely as to require virtual re-writing, and all must be filled in, that is translated from Cablese to newspaper English, punctuated, paragraphed and sub-headed. Then headlines must be written. When this has been done and the brief foreign news summary has been written, the copy is taken to the night editor who reserves space for it in the paper. Then it goes to the compositors.

* * *

Two by-products of The Chicago Tribune Foreign News Service are maps and photographs, and all correspondents are always desired to think in pictures and maps on all their assignments. Pictures of all noteworthy events abroad that possess distinct American interest are secured by the correspondents and mailed immediately to Chicago.

The maps on foreign affairs are prepared by The Tribune's cartographer, from information supplied by the cable editor. Occasionally, as in the case of recent earthquakes in Argentina and Chile and of the great Chinese famine where areas were affected which no existing map would indicate, the correspondents cabled minute details for drawing maps in The Tribune office. These cables which gave a starting point by latitude and longitude and then traced

the area by means of compass bearings to other definite positions until the starting point was returned to, would seem hopeless to many persons, but the cartographer reveled in them and The Tribune scored map scoops because of his ability and the initiative of the correspondents, who, by the way, scooped the world with their stories also.

For some months in 1920 and 1921 The Tribune received its European dispatches by wireless from Bordeaux to The Tribune Plant. Since governmental restrictions and commercial red tape forced the abandonment of this service a new arrangement has been made for the receipt of news by wireless.

The Tribune and a group of other papers have organized a co-operative wireless station at Halifax, which now handles the bulk of the wireless press traffic of the world, particularly on the Atlantic. This station works from six to nine hours daily with the new British postoffice transmitter at Leafield, near Oxford, in England. This station also has the record of handling in actual practice, the fastest sending of press in the world, receiving forty-two words a minute over a considerable period in the actual reception of press dispatches. This speed is about twice that attained by the usual cable.

The Chicago Tribune Foreign News Service, 420, Rue Saint-Honoré, Paris.

Expense account of Correspondent LARRY RUE

stationed at CONSTANTINOPLE *covering operations in* TURKEY AND SOUTH RUSSIA

	Rubles
IN CRIMEA FROM SEPT 1, Sept 20	
Food (average 70,000 rubles daily including ent.	1,470,000
Room expenses, tips, sheets, 10,000 rubles daily	210,000
Carriages average 15,000 daily	315,000
Incidentals, laundry, etc.	60,900
	2,055,900
$1 = 25,000 rubles. 2,055,900 = $82.23	
Total	$82.23
Paid out in dollars	

Makeup of News

TO make certain of getting the paper out on time it has been found necessary to act according to plan. The whole procedure for the editorial assembling of the news of the day or night must be mapped out. The telegraph and cable editors prepare a schedule of the news in hand or in prospect for the whole night. The city editor does the same with the local news. The advertising department prepares a schedule of advertisements to be inserted for the foreman of the composing room, where the advertisements are set up in type and assembled.

The news schedules are simply lists of stories made up of items something like this: "Russia, 50," meaning a story about Russian affairs 50 per cent of a column in length. An allotment of several columns will be made on the schedule for filler—short items of interest used just as the name implies as filler in the newspaper. Only the display head stories are designated by slug or guide lines—in plain English by name—so that they may be assembled and placed in the paper with greater facility.

The makeup editor copies these schedules on a larger schedule blank of his own. He also lists on his schedule the cuts or engravings to be made from pictures which are to illustrate the paper. He adds up the total space for telegraph, cable, city news, markets, pictures, and so forth. He finds out from the foreman of the printers what the advertisements total. Assume that this total is 180 columns. The foreman and night editor confer and decide that a 32-page paper will give sufficient room for the news. A 32-page paper of 8 columns to the page makes 256 columns and after subtracting the 180 columns of advertising, it is found that 76 columns remain for reading matter and pictures.

Adding up the news schedules and the space alloted for sports, markets, editorials and other departments reveals

the fact that more than 80 columns are scheduled. Here the managing editor takes a hand and goes over the night editor's schedule to reduce it to the necessary 76 columns. He has the city, telegraph and cable editors outline their stories, decides what each is worth in space and orders it cut down or expanded as his judgment dictates.

He may decide that "Russia, 50" is not worth a display heading, but can be used to best advantage, if at all, as a short item. On the other hand he may rule that his subordinate editor has erred or underestimated a big piece of news of vital interest in world affairs. In which case it is entirely likely that he will order Russia expanded to two columns and some other stories cut down to make up for the expansion.

There may be so much general news that ought to be printed that the managing editor will decide to cut down the space ordinarily given sports and markets and the heads of these departments will be instructed to shorten their stories, or the reverse might be true and general news have to be trimmed to provide space for extraordinary market or sport news.

The necessity of all this planning is quite apparent at press time when the news is being fitted into the paper. Often a story will not fit in the particular position where the makeup editor has placed it, and then it must be given another position, or it must be cut in type or more room provided somehow by leaving out other news or by shifting of advertisements.

In spite of all planning it nearly always happens that a great deal of news is omitted for lack of space, but if schedules had not been prepared and there had been no planning it is fair to assume that more stories would be left out, that careful selection of the best news would be difficult and often impossible, that the composing room would be a bedlam with editors and printers lost in a chaos of type. Theoretically this careful planning and preparation leads to the selection and printing of the cream of the news.

News stories do not go into the paper hit or miss. The makeup editor is supplied with "dummies" of the pages after the advertising has been placed. The dummy pages are part of the plan to avoid confusion, to make sure that there is a place for everything worth while in the paper and to guide the printer who makes up the page.

In the first edition it is the aim not only to give the readers the best news available, but also to give them the particular news of most interest to them. It follows that the first edition carries news of particular interest to rural readers—news of general interest, farm news if there is any, news of local interest to Wisconsin and other nearby states, because that edition goes to those states.

If the Wisconsin news be of interest to Wisconsin readers only, the routine proceedings of that state's legislature for instance, it will not survive in the later edition. In the argot of the profession it is "killed." But if it is something that will interest or amuse, or if the Wisconsin legislature is considering a matter of great importance, it will be kept alive and printed in the later editions. It might be only a frivolous item about a proposal of some legislator to tax all bachelors. Then it may be found on the first page of the city edition.

The aim is to print constructive news, informative news, news with a lesson in it and something with a smile or a tear in it, something that will stir the emotions. Newspapers are frequently accused of printing too much frivolous and inconsequential matter, but what does not appeal to one person will probably interest another, and judicious variety secures and holds many readers.

* * *

Variety is one of the important things to consider in making up Page One. The first page is the paper's show window. The best and most thrilling or important news which gets the biggest display will be put normally in the right hand column, or what is called the "turn" column position. That means that if it is more than a column in

length the reader will turn to page two to complete his reading of the account.

There is method to this, of course. The idea is that the reader has been lured to the interior of the paper where he will find other news and advertisements to interest him. Page One also carries the local weather report and a cartoon. Page Three is made attractive with a large picture and the next best news to that on page one, and so on all through the paper. Right hand pages get the best news and cuts because these pages strike the eye of the reader first.

Similarly most stories continued or jumped from page one go on left hand pages because the reader can be led there, and he doesn't need any leading to the right hand pages.

Markets, sports, the detailed weather report and want advertising are usually placed in the second section. These are departments that it is advisable to give regular, fixed positions, and in addition the persons interested will hunt them up in the back of the paper as readily as they would in a forward position.

After the turn story for page one is chosen, the problem of selecting the other news for display arises. Sometimes there is so much news worthy of page one that it is hard to make a selection. At other times it is difficult to find variety. In The Tribune it is customary to put the best Washington news—the most important story relating to national progress or welfare—in the first column of the first page. The other columns get various stories of interest which may be of wars, education, crime, scandal, discovery or whatnot, with a due regard always to avoid improper or excessive featuring of crime and scandal. An attempt is always made to get at least one story on page one of particular interest to women.

Making up the paper constantly develops the problem of the worth of individual stories as to space and display. "What can you tell it in?" is the question of the editorial executive. "A column" or "a thousand words" or "500

words" may be the reply, and more often than not the verdict is: "Too much; write it in 200 words." Or the editor, out of the wealth of his experience might know that the story could not be told properly in the space designated and order a column and a half written.

News values are relative. What may be a big story at one time will attract little attention in or out of the office at another. Almost any happening is dwarfed on the night of a national election and the report that would otherwise be featured on page one will find a place on an obscure back page.

* * *

Every move in the mechanical processes of printing a newspaper must be done on schedule and the supervisor of that schedule, the "train despatcher," so to speak, is the Night Editor, or Make-Up Editor. It is his duty to see that every edition goes to press on time, and that various departments are so supplied with work as to operate most efficiently.

Copy passes through his hands and it is possible for him to regulate the flow to the printers. When there is more copy than the printers can put into type before press time it is his duty to weed it out, to select the best or essential stories and hold back the less important or pass it on to the composing room copycutter with some such marking as "Set when clear," which means that when the copycutter's hook or spike is clear of what the printers call "takes" he can have this matter set up so that there will be no slack time in the printers' period of production.

Perhaps the printers are out of copy and then the night editor tries to get some from the telegraph and city editor. The aim is to keep the flow steady, sometimes accentuating and sometimes retarding, sometimes marking a story "rush" or "put ahead." If all the matter printed in a newspaper were dumped on the printers two hours before press time it could not be set except by maintaining an extraordinarily large force who would work but two hours a day.

It is the make-up editor's duty also to see that the pages of type when made up go to the stereotypers, who cast them into plates for the pressmen, in a steady stream. "Pages must not be bunched!" is the order. The reason for this is the same as for the regulation of copy. If too much work is dumped onto the stereotypers and pressmen at one time they will be swamped, and the printing of the newspaper will be delayed.

The Tribune has nine steamtables, which with the molding machines turn out the matrices of the printed pages from which the leaden plates are cast, from which in turn the paper is actually printed. Each steamtable will accommodate one page of type which must stay under the steamtable for seven minutes before the matrix is sufficiently dry to retain its form and hold the imprint of the page of type.

If the paper has thirty-two pages and the pages were handled in batches of nine at intervals of seven minutes there would be three full batches of nine and one small one of five in twenty-eight minutes. But they cannot be handled in quite that way. There are two molding machines and each page must go through the molding machine to get an impression; in addition each matrix requires a little work after it comes out from the steamtable and before it goes to the casting room.

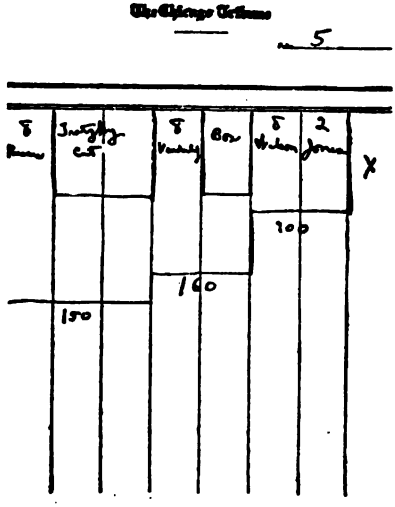
The casters must have three or four minutes to make each curved plate for the press and they must produce several casts of the same page for the different presses. So the stereotypers must have one or two pages at a time over a period of about an hour. And to do this the whole newspaper organization must work on a schedule and some of the reporters must produce early copy.

A certain train leaves at say 11 o'clock at night for Springfield. The next train leaves at 4 in the morning, but that is too late to get The Chicago Tribune to Springfield in time to catch the people going to work. Consequently to get your paper into the Springfield area the last

page must leave the composing room where the type is set at 10 o'clock. That is called the "deadline" for the composing room. The editorial room has its "deadline" for the edition, which is half an hour earlier.

Sending the last page away at 10 o'clock will give the stereotypers time to cast the plates, the pressmen to print the paper, the mailing room time to prepare the bundles and the circulation department time to haul the bundles to the railroad station. A great many trains must be caught on narrow margins of time and five minutes or even one minute delay by a reporter may result in his story being left out of the paper.

The purveying of news is not confined to regular editions. It is the practice of all newspapers when they get an important piece of news to break in on the regular run of the press with what is known as a "replate." While the presses continue to hum a change is made on page one and such pages as may be necessary or desirable, the new news is inserted in place of something of lesser importance, the new plates of the remade pages are cast and then the presses are shut down, the new plates put on and the presses begin to whir again within a few minutes with some new tale of import to the world inserted among the diverse items on the printed pages.



Dummy Page Showing Stories to Run

Art and Photographic Department

THE art department of The Chicago Tribune consists of a group of specialists, comprising political cartoonists, "comic" artists, illustrators, fashion artists, lettering experts, cartographers, photograph retouchers and "layout" men. It is seldom that a specialist in one of these lines is expert in another. This is true largely because of the three reproductive processes which succeeded each other in the history of news illustration.

The first of these, the *wood cut*, was brought to its highest point of effectiveness during the Civil War, by the first noted American cartoonist, Thomas Nast. This medium, which involved the artist's carving his drawing directly upon the block, was a tedious and difficult one and illustrated papers were few, but Nast's stirring cartoons—appeals for the preservation of the Union—were of such widespread popularity as to evoke the constant admiration of Lincoln himself, and to create an increased demand for graphic portrayal of events of the day.

Came the *chalk plate*, differing in consistency alone, from the wood cut. This somewhat more facile reproductive medium brought to the fore the daily newspaper assignment artist.

In the 'eighties, the *photo engraving* process was invented, liberating the artist from the mechanical labor of etching his own plates, and in time enlarging the field of journalistic art, to include what is now the cartographer, the fashion artist and the "letter man."

Then with the improvement of the process, making possible the reproduction of half tones (a development of twenty-five years ago), the assignment artist was succeeded by the staff photographer, whose work necessitated the

co-operation of the photo retoucher and the decorative expert, known as the "layout" man.

The newspaper art department is—in common with the news room—a training school. Some of the foremost cartoonists, painters, and illustrators of the day received their earliest and most valuable education in a newspaper's art room, and many of these were trained in the rudiments of their profession in the art department of The Chicago Tribune.

This newspaper, unlike most of its metropolitan contemporaries, combines in one group, the illustrators who illuminate its Sunday magazine and the men engaged in the humbler though equally important task of handling the photographs, maps, etc., which appear in its daily news sheets. This affords an incalculable inspirational advantage to the artist, and makes for a centralization of control valuable to the paper itself, for by this means the widely diversified talents of the department may be concentrated unreservedly toward any end prescribed by the requirements of the paper as a whole.

The Chicago Tribune prints, daily and Sunday a greater number of photographs than any other newspaper in the United States. To accomplish this task, it employs the largest newspaper art staff. Its Sunday magazine utilizes the talents of three illustrators on the staff, and as many more not directly connected with the paper. In addition to these, its fashion experts—in Paris and New York—engage the services of artists in both cities. Also, there are two fashion artists employed on the staff.

The Tribune's photographic staff has a personnel of fifteen. They cover an average of twenty-five assignments a day, seven days a week. To prepare their photographs and those from other sources for publication, the art department maintains a staff of two retouchers and six "layout" men.

Since the Serajevo incident in 1914, the Tribune has made a practice of printing a map each day illustrating,

topographically, an outstanding feature of the daily news, and one artist specializes in this work.

In all, The Tribune employs from 35 to 40 artists, cartoonists and photographers, who turn out approximately one hundred drawings and five hundred photographs each week.

ASSIGNMENT SHEET

PICTURES

Date May 9 1922

REPORTER	SLUG	DESCRIPTION	DISPOSITION	PHOTO
S	Stagg	There is pic stunt from yesterday at Stagg Field at 11 a m today.	O K	Pitch
L	Bowling	At Benzingers Wabash bowling alley at 2:30 for group & individual pics of Kirk-Celas women bowling team. Ask for Miss Schroeder who will furnish info for fotog. She is capt or mngr of the team	O K	Mellen
S	Arena	This afternoon at Michigan City for pic of new arena which is being built for the $60,000 purse lightweight championship this summer. Ask for Mr Whiteman overseer of construction work at the arena which is about 5 blocks from Michigan Central RR station. Take taxi from the station to arena.		Pitch
N	Rooster	Mrs M James at 4915 Ravenswood avenue, fone Ravenswood 6625 has rooster that performs, mounts kids bed & routs him out in morn, dances does everything.	O K	Atwell
L	Gamblers	Sheriffs men are to smash gambling devices taken in raid in Cicero so o time ago. See Otto Gwenich	(10)	Mellen
N	Martel	Katherine Martel, deserted by husband, tries suicide. Is taken to Passavant Hospital & lives at 669 N Dearborn		
L	Clyne	Investigation of Clynes office starts.	(10)	
N	Bribe	Francis J Mahoney in O'Donnell jury fixing case, is to appear before Judge Caverly in contempt hearing this morn		Wright
L	Doris	Doris Hutchinson--Frank M Kattenaroth love affair in court. She is suing him & vows vengeance.	(10)	

THIS *is a fac-simile of an assignment sheet used in the systematic search for photographs to illustrate The Daily Tribune. News assignments are similarly laid out in advance and closely checked.*

Features

GROUPED under the comprehensive title "Features," are varied departments of service, instruction and entertainment. Many of them are handled in what is known as the "Sunday Room" under the "Sunday Editor," although this has become somewhat of a misnomer.

There was a time when the difference in size between the Daily and the Sunday paper was made up of more advertising, lurid stories of crime and scandal sensationally illustrated, long articles on travel, history, etc., produced largely with paste pot and shears. A few people turned out a large volume of space-filling material, and standards prevailed below those that would be permitted in any other department of the paper.

Several years ago The Tribune decided that both readers and advertisers were entitled to better treatment in the Sunday paper. At about the same time The Tribune was inaugurating its policy of rendering *service* to readers—a policy which has been widely imitated and has had an enormous influence upon American journalism. These two developments have gone hand in hand. The departments of service, instruction and entertainment take the place formerly occupied by yellow trash in the Sunday paper, but are carried, usually in smaller space, in the week-day papers also. The Sunday Tribune contains in expanded form practically every department of The Daily Tribune. The only *new* features are the color and rotogravure sections.

Several factors contribute to making The Sunday Tribune what it is. It has a larger circulation than The Daily Tribune because it appears on a day when more people have leisure for reading. It can contain a much larger volume of news and features and advertising and still be thoroughly read because people have more leisure for reading. It can contain such attractions as color and rotogravure because

it comes out only once a week. These presses must run so much more slowly than the news presses that it takes a full week to run off the color and rotogravure sections of The Sunday Tribune.

* * *

The Tribune's departments of service include: How to Keep Well, The Friend of the People, The Legal Friend of the People, The Friend of the Insured, The Friend of the Soldier, The Investors Guide, Patterns by Clotilde, The Tribune Cook Book, Beauty Answers, Farm and Garden, Advice to the Lovelorn, Woods and Waters, Sally Joy Brown's Helping Hand, The Home Harmonious, Automobile Routes, Fashion's Blue Book, Embroidery Patterns.

These departments receive hundreds of thousands of letters from Tribune readers every year. Each department is conducted by the best expert obtainable with all the secretarial assistance necessary to answer conscientiously every letter received. The letters and answers of most general interest are printed, usually accompanied by an informative article. A chapter might easily be written on each one of several of these departments.

* * *

Humor has become an essential in the modern American newspaper, so the staff of The Tribune includes nine cartoonists and two "column conductors." The work of one cartoonist is bought from an eastern syndicate. The "column conductor" is an exceedingly interesting development of modern journalism, critic, poet, stimulating witty contributions from a wide following. Bert Leston Taylor, who inaugurated The Tribune's Line-o-Type, and Hugh E. Keough, who inaugurated The Tribune's "Wake of the News," were unquestionably deans of their peculiar profession. The "Line-o-Type" is more than a Tribune department. It is a Chicago institution. "The Wake of the News" is a powerful and unique influence for high standards, sanity, and sportsmanship in athletics.

* * *

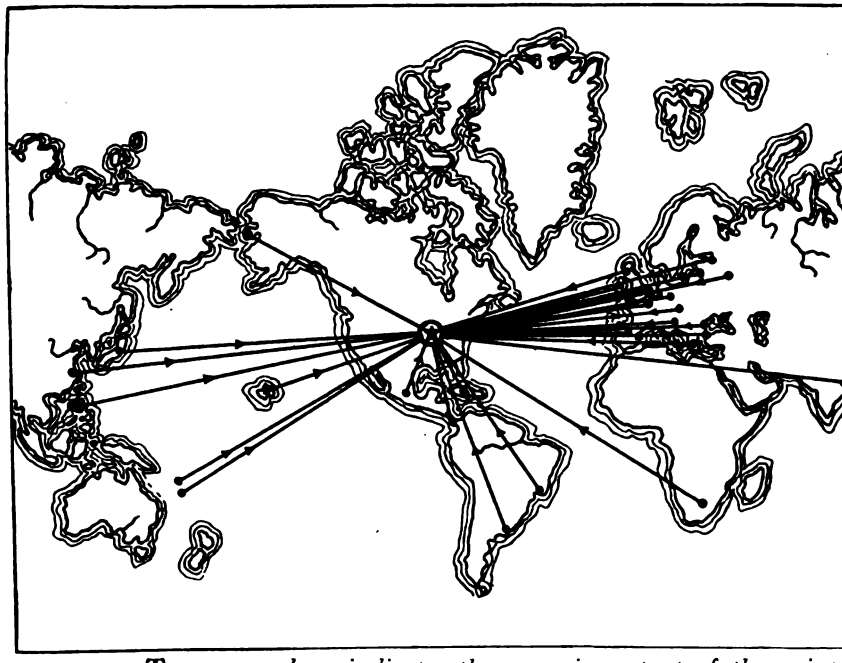
Fiction has long been used by newspapers, but until

The Tribune began buying and printing its Blue Ribbon Fiction, it fell in one of two categories: (1) Cheap, second-rate fiction, not salable to the better magazines or book publishers, or (2) reprints of fiction previously published in magazines or in book form.

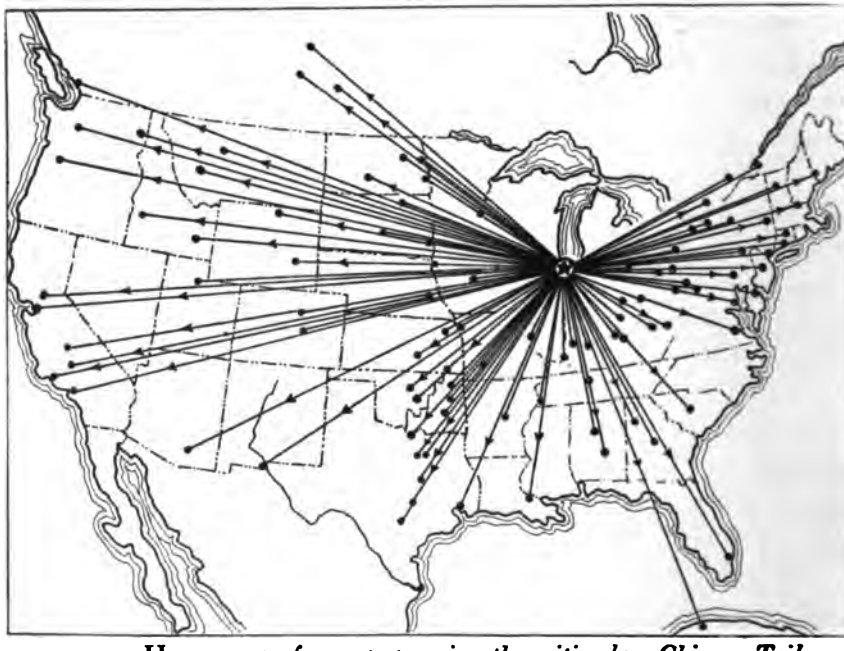
The Tribune's Blue Ribbon Fiction consists of short stories and serials by authors of the highest reputation, purchased by The Tribune in competition with the leading periodicals. Edward J. O'Brien, who compiles an annual analysis of American short stories, ranked The Tribune, during 1921, ahead of several leading magazines in the proportion of short stories published having literary excellence. Two novels are always in course of publication in The Tribune, in serial form, one in the daily paper and the other in the Sunday paper. Blue Ribbon Short Stories appear only in the The Sunday Tribune.

In developing feature departments for women great care has been taken to make them strictly authentic and reliable. Practically all the staff employed in such departments are women. The results have been of very great importance from the standpoint of circulation and of advertising. The Tribune, both daily and Sunday, is read closely by women, and consequently carries a large volume of advertising directed to women. This, in turn, tends to win more women readers so that an extraordinary balance has been achieved, and The Tribune is able to "pay out" on advertising directed either to men or to women.

Tribune "Sunday" Room



THE *map above indicates the more important of the points from which news is gathered and sent, by cable or wireless, to The Chicago Tribune.*



HUNDREDS *of newspapers in other cities buy Chicago Tribune features. You can read "The Gumps" in San Francisco as well as in New York. The map above indicates the extent to which news, features, cartoons, pictures, etc., are distributed.*

Selling News, Features and Pictures

OTHER newspapers pay hundreds of thousands of dollars each year to The Chicago Tribune for the right to reproduce material orginated by The Tribune staff. The sale of this material is handled by The Chicago Tribune Newspapers Syndicate and by The Pacific and Atlantic Photos Service with offices in New York and Chicago. The Syndicate sells news and features; the Photos Service sells pictures.

Twenty-seven American newspapers maintain more than twelve thousand miles of leased wire leading from their plants to that of The Tribune. These papers are buying Tribune news reports although they already have the services of general news bureaus such as the Associated Press, United Press, etc.

Many other newspapers, which do not receive a full report over leased wire each night, buy Tribune news regularly, receiving it over commercial wires and paying space rates and telegraph tolls for it.

Tribune news has been sold, not only to papers in the United States, but also to papers in Cuba, Peru, Argentina, France, Greece, and Germany. Hundreds of European papers clip stories regularly from the European Edition of The Chicago Tribune. It is not uncommon for European papers to learn of events in their own capitals from the reports of The Chicago Tribune correspondents there.

More than two hundred American papers buy Chicago Tribune cartoons, and other features. These are sent to them by mail in matrix form sufficiently in advance to permit publication simultaneously with The Tribune.

Photographs are sold both in the form of prints and matrices. They are secured by the photographic staffs of The Tribune and the Daily News, New York's Picture Newspaper, and also by The Tribune's large foreign news service.

Morgue and Library

THE reference room, commonly known as the "morgue," while one of the most important adjuncts of the newspaper, is one of the departments least known to the public. But it is the "morgue" that enables a paper to print a photograph and biography of an important man the news of whose death is received just before the paper goes to press.

The Tribune's morgue is a storehouse of information. It contains biographies, information and photographs of practically every person of note in the world. It has photographs and matter on all big cities and besides contains clippings on a host of topics of general interest.

Every time a person is photographed by a Tribune camera man the plate is filed against the time when the subject may run away with an heir or heiress or become involved in a story of general interest. Likewise any time anyone's name appears in a Chicago newspaper it is filed ready to be referred to at a moment's notice. Zinc engravings also are filed and indexed for use when the time is too short to make new ones.

The Tribune's morgue contains about 1,500,000 clippings, 300,000 photographs and 30,000 engravings. While most of the morgue's material dates back only twenty-two years, certain clippings have reached a ripe old age—for instance the stories describing the activities of the Jesse James bandits are still in their envelope.

Besides serving Tribune people the morgue is an encyclopedia for many thousand Chicagoans who settle their arguments or prepare their theses on material obtained from the reference room. From fifty to a hundred telephone calls from persons seeking enlightenment on some point or other are answered every day. Many inquiries by mail are also turned over to the morgue, and the people in charge seldom fail to supply the desired information.

Buried away in their envelopes in the steel filing cases in the reference room are stories of pathos, greed, heroism, tragedy, and so on, ready to add to the lustre of a name or to expose the unworthy.

* * *

The Tribune has a well equipped library of about 3,500 volumes, especially chosen for the use of critics, editorial, and other special writers. The subjects range from statistics to travel, with the greater part being on social science, political economy and kindred subjects.

Government documents of all kinds are ready for instant reference and statistical works are numerous. There are numerous works on naval and military science. Editorials demand accuracy and authority and there are few subjects on which Tribune writers cannot get some light in their own library. There are a half dozen encyclopedias, numerous English dictionaries, foreign language dictionaries, guides to various countries and histories. In the library, as well as in the reference room, are found articles from leading papers and magazines on general topics such as the tariff, housing, state police, waterways and subjects which the reader finds on the editorial page.

The files of The Tribune are stored in a separate room adjoining the book shelves and these volumes are almost priceless as works of Chicago history.

As in the morgue thousands of miscellaneous inquiries from readers are answered by the librarian.

Editorials

EVERY morning, after allowing time to assimilate the news of the day an editorial conference is held in The Tribune office. It is attended by the editorial writers, the chief cartoonist, and either or both of the editors and publishers. This conference is to discuss and determine on subjects to be treated in the next issue of the paper.

The general lines of Tribune editorial policy have been reduced to a specific program and printed repeatedly on The Tribune editorial page. Conspicuous in the "masthead," or routine matter at the upper left hand corner of the editorial page this sentence always appears:

Our Country! In her intercourse with foreign nations may she always be in the right; but our country, right or wrong. —*Stephen Decatur.*

The Tribune program, enumerating the most important things for which the paper stands, is divided into two parts; for Chicago, and for the Central West. They are as follows:

The Tribune's Platform for Chicago

1—Build the Subway Now.
2—Abolish "Pittsburgh Plus."
3—Stop Reckless Driving.

The Tribune's Program for Middle West Development

1—A Square Deal in Congress for the Middle West.
2—Open the Great Lakes to the Atlantic.
3—Finish the Lakes-to-the-Gulf Waterway without Delay.
4—Develop a Practical Highway System.
5—Regrow our Vanished Forests.

Other problems, of course, are met as they arise; but the above policies are kept constantly in mind, and public opinion on them formed and crystalized by consistent editorial hammering, year in and year out.

Editorial Policy Fearless and Creative

In 1921 Greenville Talbot of Atlanta, Georgia, wrote to editors of twelve American newspapers asking each for a list of the twelve American newspapers which, in his opinion, had the best editorial pages. According to the results, as printed in Editor & Publisher, The Chicago Tribune tied for first with The New York Times and The Springfield Republican, each being named nine times out of a possible twelve. No other Chicago paper was named more than once.

* * *

The Chicago Tribune won national fame more than 60 years ago by its vigorous championship of the Union, by sponsoring the new-born Republican Party, by proposing Abraham Lincoln for President and by attacking slavery.

The Tribune has always been noted for the strength of its editorial convictions, and for fearlessness and ability in expressing them. Tribune editorials have been a powerful influence in forcing through important reforms and constructive improvements.

Among the great movements fostered by Chicago Tribune editorials are the following:

Fireproof Chicago (Joseph Medill was elected Mayor of Chicago on this platform)—The Drainage Canal—The World's Fair—Lincoln Park and the Boulevard System—The Sane Fourth—Small Parks—Track Elevation—Electrification of Railroads—Boulevard Link—Good Roads—Municipal Pier—Forest Preserve—New Union Station—National Civil Service.

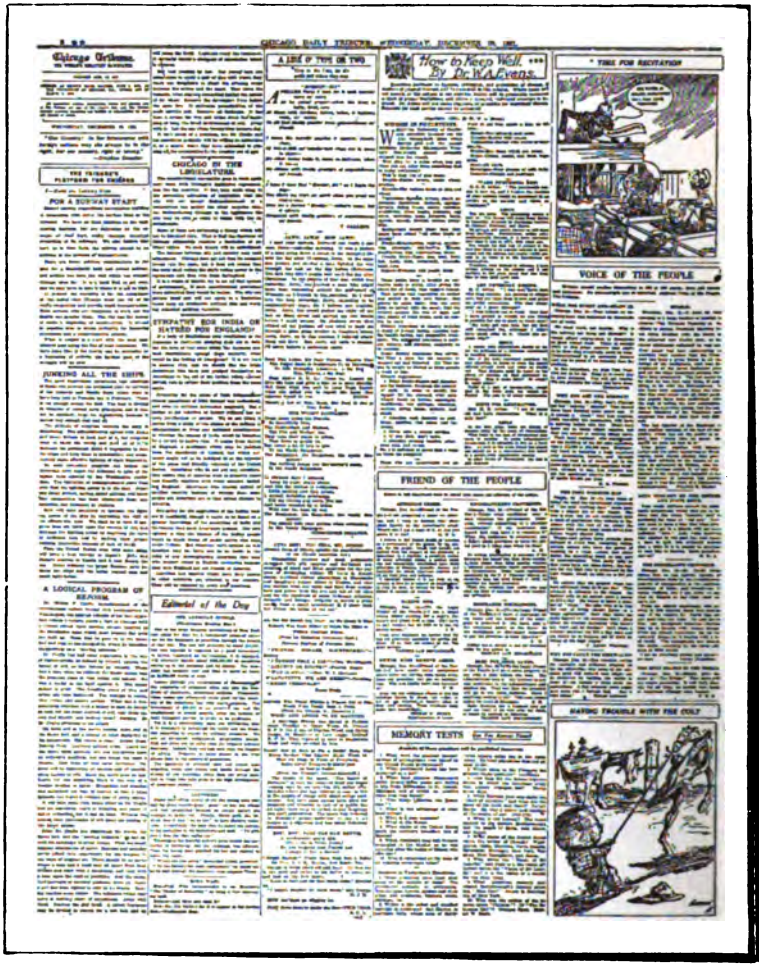
* * *

The Tribune is amazingly free about printing criticisms of itself. When political speakers denounce The Tribune their remarks are printed verbatim. Letters differing violently with Tribune editorial policy are found every week in the Voice of the People column on the editorial page. Bert Leston Taylor in his Line-o-Type differed frequently and freely from opinions officially expressed as The Tribune's in the adjoining editorial columns. When

Oswald Garrison Villard printed an extensive attack in The Nation on the thesis that The Tribune's editorial policy makes it "the world's worst newspaper," The Tribune immediately reprinted it in full.

Those antagonistic to Tribune policies are regularly and freely given space in "The Voice of the People"—a department which occupies a column on the editorial page.

In short, The Chicago Tribune has a definite editorial policy, fights for it aggressively, but presents opposing opinions to its readers in confidence that truth, right and justice will prevail.



STORIES *written and edited in the Local Room (above) are swiftly set in type by the linotype operators on the floor below. This photo shows only a part of The Tribune's battery of linotype machines.*

WHEN *a Tribune photographer arrives at the scene of action and finds crowds obstructing his view, he no longer is compelled to climb a tree or a light post. With the tower car pictured above he is sure of a good chance for pictures. The chauffeur operates the disappearing tower by pushing a button. After the pictures are taken, the button is pushed again and the tower disappears and the car once more looks like an innocent pie wagon. The body of the car was built in The Tribune wagon shop. The picture was taken at a Tribune skating tournament in Garfield Park.*

READING *room connected with Tribune offices in Rome. These offices are on the main floor of the Excelsior Hotel on the Pincian Hill.*

CHICAGO TRIBUNE *office at 1 Unter den Linden, Berlin.*

WANT AD *post office, where more than three million letters from Tribune readers are received each year and distributed to users of Tribune Want Ads.*

AT *left, section of the main counter in The Tribune's big Want Ad Store at Madison and Dearborn Streets.*

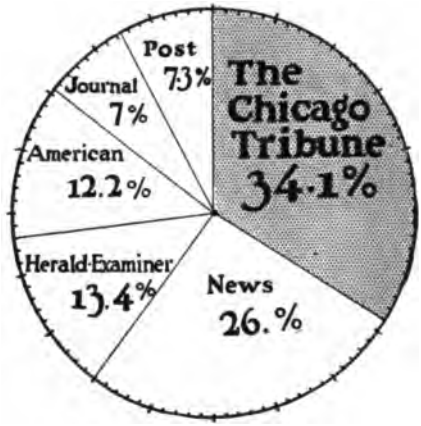
SERVICE BUREAU *for feminine users of Want Ads.*

Advertising Division

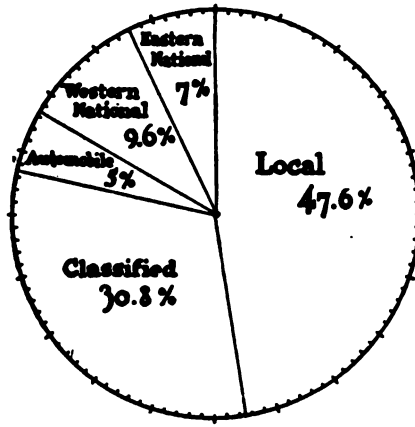
ANY newspaper with the large circulation of The Chicago Tribune could have a large volume of advertising with practically no effort. Furthermore, this advertising would sell itself at such rates as to be profitable both to the advertiser and to the newspaper. Therefore, it should be interesting to consider why The Chicago Tribune maintains the largest advertising sales force of any newspaper in the world and spends enormous sums advertising for advertising.

There is little to be said of the advertising history of The Tribune during its first sixty years of life. The volume and character of its circulation necessarily won it recognition as an unusually good advertising medium, but that was all. During the past fifteen years, however, the advertising department of The Tribune has excelled quite as distinctively as has the news division.

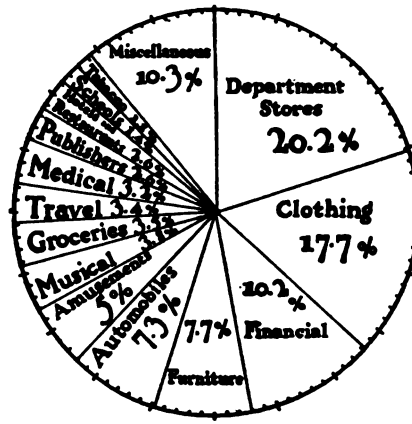
Tribune advertising men do not look upon the commodity they sell as a mere by-product, but as a utility of vast public service, a powerful influence in elevating standards of living, and a vitally important factor in reducing the cost of distributing merchandise. Because they have approached their problems from this angle, and with a determination to make The Chicago Tribune worthy of the title "world's greatest advertising medium," the advertising branches are entitled to considerable space in this book. They will be considered under three heads: Want Advertising, Local Advertising, National Advertising.



DIVISION *of Advertising among Chicago Newspapers, 1921*



DIVISION *of Tribune Advertising Space, 1921*



DIVISION *of Tribune Display Advertising, 1921*

Want Advertising

WANT advertising is the oldest and simplest form of advertising. It is the only form of advertising written and placed and checked by the masses. It is a public utility similar to the telephone. Like the telephone, it must approximate universal use to be of maximum value. A telephone system that reached only a few families, or that was open only on certain days would be of slight value. Each telephone subscriber is interested in having as many other subscribers as possible and in having continuous service. Similarly, each want advertiser profits from all the other want advertisers whose offerings surround his and compete with it, because it is the conveniently classified grouping of many offerings which attracts reader-buyers.

Want ads constitute a unique addition to the markets of the world. Probably no other means ever brought buyer and seller together so efficiently. The cost of selling and distributing merchandise through the usual channels of trade ranges from 25% to 50%, yet $10. worth of want advertising may sell a $500 piano or a $2,000 automobile, or a $20,000 home. No phase of the modern newspaper is more essentially romantic, more amazing, than the service of the want ad. A few lines of agate type buried among thousands of other lines of agate type, bring together employer and employe, or landlord and tenant, or buyer and seller, drawing each to the other out of the chaotic millions of the metropolis.

To make the want ad columns most servicable to the greatest possible number of people, classifications must be rigidly adhered to, it must be easy to find any and every ad, and the small ad must not be overshadowed by large ones. Therefore, The Tribune maintains the most elaborate and minute system for censoring and classifying the

hundreds of thousands of want ads which it prints each year. Therefore, no amount of money can buy bold face type or ads more than one column wide in the want ad section.

The Tribune sells want advertising to the public through seven channels, using in the process an organization of more than 200 employes—by far the largest organization of its kind in existence. These seven channels are:

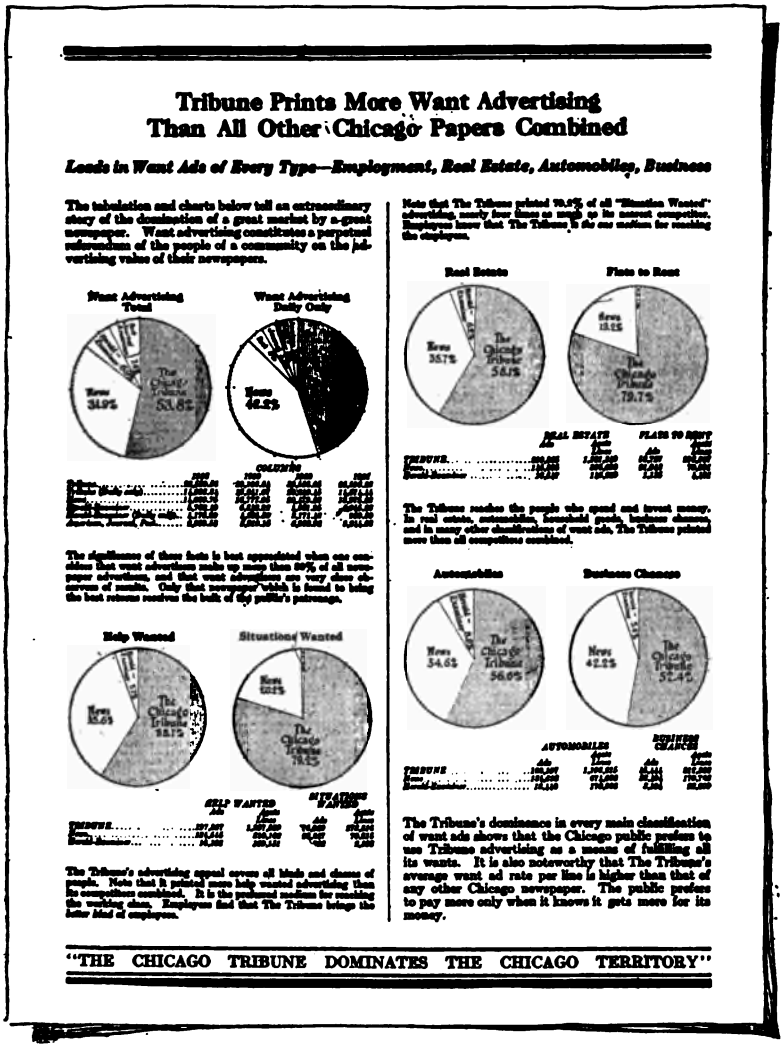
Want Ad Store in Tribune Building.
Drug Store Agencies throughout Chicago.
"Cash" Solicitors throughout Chicago.
"Contract" Solicitors throughout Chicago.
Staff of girls using telephones.
Correspondence department.
Display advertising in Chicago Tribune.

The Want Ad Store at Madison and Dearborn streets includes a big post office for handling replies to "box number" ads and a special department for women advertisers in addition to the equipment for receiving want ads. The special women's section with comfortable desks and with want ad saleswomen in attendance, was inaugurated several years ago and has always been generously patronized. A refrigerating system keeps this model Want Ad Store supplied with cooled, washed dried air in summer. The use of druggists as agents for the receipt of want ads is declining with the increasing use of the telephone.

Each section of Chicago is covered by two salesmen of Tribune want ads. One man handles the transient or spasmodic advertiser and attempts to secure cash advance payment for every order he takes. This is desirable to avoid the detail involved in billing and collecting so many small accounts. The other man specializes in securing and handling the business of want advertisers who contract to use at least three lines of want advertising every day for a year. As an inducement they are given a discount in rate. The chief users of want ad contracts are real estate dealers, automobile dealers who must dispose of the used cars they

have taken in trade, hotels offering rooms to transients, large storage warehouses which always have furniture for sale, and big corporations which are steady users of the "Help Wanted" columns.

Reception and solicitation of want ads by telephone is largely a development of The Chicago Tribune. A staff of fifty or more intelligent, carefully trained girls are employed in this work. Anyone who subscribes to telephone



Tribune Prints More Want Advertising Than All Other Chicago Papers Combined

Leads in Want Ads of Every Type—Employment, Real Estate, Automobiles, Business

The tabulation and charts below tell an extraordinary story of the domination of a great market by a great newspaper. Want advertising constitutes a perpetual referendum of the people of a community on the advertising value of their newspapers.

Want Advertising Total

Want Advertising Daily Only

COLUMNS

	1927	1926	1925
[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]

The significance of these facts is best appreciated when one considers that want advertisements make up more than 50% of all newspaper advertising, and that want advertisers are very close students of results. Only that newspaper which is found to bring the best returns receives the bulk of the public's patronage.

Help Wanted

Situations Wanted

	HELP WANTED Ads	HELP WANTED Lines	SITUATIONS WANTED Ads	SITUATIONS WANTED Lines
TRIBUNE	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

The Tribune's advertising appeal covers all kinds and classes of people. Note that it printed more help wanted advertising than its competitors combined. It is the preferred medium for reaching the working class. Employers find that The Tribune brings the better kind of employees.

Note that The Tribune printed 70.5% of all "Situation Wanted" advertising, nearly four times as much as its nearest competitor. Employees know that The Tribune is the one medium for reaching the employers.

Real Estate

Flats to Rent

	REAL ESTATE Ads	REAL ESTATE Lines	FLATS TO RENT Ads	FLATS TO RENT Lines
TRIBUNE	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

The Tribune reaches the people who spend real estate money. In real estate, automobiles, household goods, business chances, and in many other classifications of want ads, The Tribune printed more than all competitors combined.

Automobiles

Business Chances

	AUTOMOBILES Ads	AUTOMOBILES Lines	BUSINESS CHANCES Ads	BUSINESS CHANCES Lines
TRIBUNE	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

The Tribune's dominance in every main classification of want ads shows that the Chicago public prefers to use Tribune advertising as a means of fulfilling all its wants. It is also noteworthy that The Tribune's average want ad rate per line is higher than that of any other Chicago newspaper. The public prefers to pay more only when it knows it gets more for its money.

"THE CHICAGO TRIBUNE DOMINATES THE CHICAGO TERRITORY"

A PAGE *from The Book of Facts*

service in Chicago or surburbs may place want advertising with The Tribune by phone and have it charged to him. The extent to which the public has been induced to avail itself of this privilege and the volume of business handled by the telephone ad-takers is indicated by the fact that there are always on The Tribune's books from 40,000 to 70,000 of these small want ad accounts.

The correspondence department handles the considerable volume of want ads received by mail from all over the world. There are advertising agencies engaged almost exclusively in the business of placing want advertising.

* * *

Of prime importance in promoting the use of Tribune want ads is the use of Tribune display advertising. This is used in three ways:

—to induce people to read the want ads
—to induce people to place want ads in The Tribune
—to educate users in the efficient use of want ads

Notwithstanding their obvious utility, the want ad columns must be continually "sold" to the public. Numerous classifications must be built up and interest in them sustained. Multitudes must be constantly reminded of the advantages they may derive from placing want ads or from scrutinizing the want ad columns. Upwards of $50,000 a year is spent by The Tribune for this promotional publicity.

The education of want ad users to a more efficient use of space is the latest phase of this work. The occasional use of want ads is as common to hundreds of thousands of people as the daily use of the telephone or the street car. Sometimes this casual attitude results in a want advertiser's taking too much for granted and his expenditure goes awry.

The Tribune Want Ad Section is great in that it brings millions of people to a common basis of communication possible by no other means at such insignificant expense. Beyond making it easy to insert a want ad, classifying it

for the reader's convenience, and carrying it into several hundred thousand homes, offices, and factories The Tribune cannot go. Offers vary as the individual; differences in requirements are manifold; the Want Ad Section is a most illogical place for the bromide, but this the want advertiser sometimes forgets. His confident *sang froid* is tribute to The Tribune's power to produce, but it hurts a most important factor in determining the success of his want ad—the *wording*. Tribune representatives help, whenever possible, with the phrasing of a want ad, but by far the greater number are written by the advertiser unassisted.

In every issue there are want ads that disappoint the advertiser—the end sought for is not attained, even though the offer behind the want ad, the market, and the price asked seem to justify a quick transaction.

It is not to be supposed from this, however, that Tribune want ads, in the aggregate, do not produce. Over three million replies are distributed annually at The Tribune Want Ad Post Office in response to "box number" want ads alone. Tribune Help Wanted columns overshadow all employment agencies combined. In Automobiles, Real Estate, Business Chances—millions of dollars change hands after an issue of The Sunday Tribune Want Ad Section. The percentage of want ads which have not contributed to this response is slight, but the Tribune decided to reduce it still further.

Therefore, at the beginning of the 1922 season, The Tribune inaugurated a campaign, epitomized in the maxim, "*The more you tell, the quicker you sell.*" Large display ads were run, advising greater care in the phrasing of a want ad. Printed outlines containing fundamental features to be remembered in using the various classifications, were posted in the Want Ad Store to help the advertiser as he was preparing his want ad. Monthly bulletins were mailed to advertisers urging the application of the new idea.

The response to this was tremendous. Examples by the hundreds soon proved that there had been a real need for

this corrective measure. These examples were used in advertisements to illustrate the principle to other advertisers.

Upon reflection it will be seen that only a really great newspaper—one without peer—could foster such a plan—could devote effort and expense to helping its Want Advertisers secure better results from their advertising—effort that could as easily be devoted to the exploitation of its own columns as against those of other newspapers.

* * *

Less than one-fourth of Uncle Sam's post-offices distribute as much mail as does the want ad post-office of The Tribune. Only 10% of Trbune advertising is signed with a "box number," and this is necessarily the least productive advertising because people prefer to know with whom they are dealing. Nevertheless, during the year 1921, The Tribune received and distributed 3,852,016 replies to "box number" ads.

The box number quoted in any want ad is a combination of a number with a letter or with letters of the alphabet. The numbers used run from 1 to 600, corresponding to the 600 separate pigeon holes or "boxes" in the Want Ad Post-office mail racks. The figures are preceded by one letter or by two letters. I, Q, U, V, W and Z are not used because experience has shown that they are most liable to be misread by those replying to the ads. R is also excepted. Want ad replies addressed to R. 512 Tribune might be interpreted to mean Room 512 of the Tribune Building.

All other letters are used, both singly and in combination. For example, there is A1, A2, 3, 4, etc., to A600, there is B1, B2, likewise. There is AB1, 2, 3, etc., there is AC in same manner, there is BA, BB, BC, etc., in all numbers. The number of possible combinations of letters and figures enables the Purchasing Department to place in stock at one time a supply of printed box number tickets sufficient to last a year. Every order for a box number want ad is assigned a separate box number, and this number, once used, will not recur in Tribune want ad columns until a year later. Hence there is no chance of confusion through duplicates.

THE *Adtakers in the Telephone Room receive thousands of Want Ads in a day. Any telephone subscriber is entitled to insert Want Ads on credit if he has no past bill overdue.*

TO *determine whether the advertiser's record is good, each one is checked against these files in the Auditing Division. On each set of revolving leaves all delinquent advertisers are listed on cards in alphabetical order.*

BOARD *in Want Ad Solicitors Assembly Room, on which daily and cumulative comparative records of salesmen are kept.*

A CORNER *of bureau maintained by the Advertising Division to give free information to the public concerning schools, and travel.*

The actual box number tickets are perforated forms with one gummed edge. The box number appears on both sides of the perforation. When a box number want ad order is received the gummed edge portion is detached along the perforation and stuck to the "copy." From it the composing room sets the type for the box number address immediately after the main body of the ad. The other portion of the ticket tells in addition to the box number that the bearer is entitled to want ad replies for that address for five days from date. This is given the advertiser for his use in claiming replies. When box number want ads are taken by phone the advertiser's call ticket is mailed.

Notwithstanding the tremendous volume of mail handled by The World's Greatest Want Ad Postoffice, a relatively small amount of floor space suffices for the work. The efficient handling of want ad mail has been brought about only by most careful study and planning.

Behind the mail counter are six mail racks, end to end, each divided into 100 numbered pigeon holes or "boxes" as they are called. The mail is sorted into these boxes and remains there until the want advertiser calls for it, or until it is mailed to him, if he is an "out-of-towner." These racks face the counter and above each rack is an electrically lighted marker reading 1-100, 101-200, etc. The advertiser calling for mail notes the number on his box number ticket and naturally applies at that part of the mail counter nearest the mail rack containing his box. Each box contains all answers to that particular number, irrespective of what letters of the alphabet precede the number. For example, box number 546 may contain answers to B546, KF546 and YP546. It is unusual that more than eight separate "box numbers" occupy the same box at one time and it takes but a few seconds for a mail clerk to run through all replies in a box and select the answers belonging to any letter or letters of the alphabet.

Whenever the replies to a particular box number exceed twenty, all replies excepting one are bound together and

placed on a special overhead shelf. The reply not bound is stamped "Pack," and left in the box. The mail clerk in securing mail for this box number observes the "pack stamp" on the single reply and secures the proper pack of answers from the special shelf. This procedure is of considerable value as a time saver. It is not at all unusual for a want advertiser to receive forty or fifty replies to a single want ad. If forty or fifty letters to PL 439 had to be run through whenever anyone called for G 439 or CL 439 a lot of time would be required and opportunity for error afforded.

Special attention has been paid to the personnel of The Tribune Want Ad Postoffice, to insure that only the most expert service is given. Eight mail men have had previous experience in governmental postal work before coming to The Tribune. For the total personnel of twelve men, there is an average of eleven years each as the period spent in postal work, either for the United States or for The Tribune.

The majority of replies to box number want ads come by U. S. mail, but large numbers are dropped in the Receiving Box at The Tribune Postoffice. A careful watch is kept over all answers. For example, The Tribune's rules prohibit circularizing. The trained eyes of mail specialists spot cases where general solicitations are being made to want advertisers.

The tremendous investment value behind The Tribune want ad market is indicated by the fact that upwards of forty million dollars worth of property is offered for sale or exchange in Chicago Tribune want ads each week. About one hundred different makes of automobiles are offered on an average Sunday. The Tribune prints annually more than twice as many want ads as there are families in Chicago.

Classified Display

GROUPED under the supervision of the Want Ad Manager are a number of advertising divisions intermediate between display and classified. They include: Amusements, Motion Picture Directory, Schools, Hotel and Travel advertising. In these divisions display type and illustrations are permitted, but all the ads, usually small, are grouped under one heading.

The Tribune, in 1914, originated the idea of publishing a directory of the daily offerings of the motion picture theaters of the city. Advertising experts insisted that the outlying theaters could not possibly afford to pay Tribune rates because of the "waste circulation". Experience has demonstrated that this type of advertising is profitable and economical to the theater owner—that it is the 5,000 families in the immediate vicinity of the theater who read The Tribune that count, together with the grouping of theaters in all sections to form a universally recognized amusement market place.

Extensive public service is rendered by the advertising department in connection with the Resorts and Schools divisions. Catalogs and detailed information concerning hundreds of schools and colleges are kept on file by a School Bureau, which serves parents and prospective pupils without charge. Similarly, the Resort Bureau is equipped to furnish a vast amount of specific data to travelers.

Display Advertising

DISPLAY Advertising serves far more people than Want Advertising, and does more for them, but it is not so obviously a public utility because it is bought by a comparatively small number of advertisers. Because of the enormous number of purchasers with whom they are able to communicate each morning, the great stores of Chicago's loop are able to gather and offer stocks of merchandise which make the treasures of the Arabian Nights insignificant by comparison. Because of the economies in distribution which newspaper advertising makes possible, the citizen has the benefit of low prices as well as wide variety and high quality in his purchases.

Display advertising is divided into that of stores, banks, real estate concerns, etc., all known as Local advertising, and that of products generally distributed and sold through many retail outlets, known as National advertising. National advertising is usually written and placed by advertising agencies which receive a commission of 15% from the publications in which it is placed. Local advertising is usually received direct from the advertiser, and no commission is allowed to agents. Since Local advertising is not subject to agency discount, since the Local advertiser cannot receive his returns through a multiplicity of outlets, and since he is usually a substantial advertiser year after year, there is a differential between the rates charged to Local and to National advertisers.

Local Advertising

ALL newspapers find Local advertising their largest source of revenue, and Department Store advertising the largest subdivision of Local. Unfortunately, Department Store advertising is often a large source of revenue but a small source of profit, because newspapers have been forced to grant special discounts and rebates until they were actually selling huge blocks of their space at a loss.

The Tribune long ago adopted a policy of selling its space on a basis of cost of production. The specialty shop using a few inches of space a week pays identically the same rate as the department store using several pages a week. Instead of seeking business by offering space at less than the cost of production (a single page ad in The Sunday Tribune involves the printing and distribution of several tons of paper) it has sought to make the space unquestionably worth the rates charged.

This has been done by the consistent, liberal use of its own space to educate Tribune readers to the value to them of the advertising columns, and by the strict censorship of those columns. This policy of advertising advertising was begun in a large way in 1911 with splendid results. The Tribune is confident that to a unique degree the advertising which it carries is read with intelligent interest and with confidence by able-to-buy people.

In another way The Tribune seeks to make the Local Display advertising which it carries profitable to those who buy it. Since no agency commission is allowed on this lineage the smaller store often attempts to prepare its copy with inadequate facilities. For this type of advertiser The Tribune maintains a Copy Department with several commercial artists and expert copy-writers. No charge is made for the services of this department unless the art work pro-

duced for Tribune ads is used in other mediums, when it is billed at the usual commercial rates.

The copy and art of this department occupy more than six thousand columns of Tribune space per year, assist many small advertisers to use the comparatively high priced Tribune space profitably, and aid materially in raising the standard of advertising in the paper.

Tribune.

...Y, NOVEMBER 4, 1864. NUMBER

New Advertisements.

NEW MUSIC STORE.

LYON & HEALY,

Music Publishers, Importers and Dealers in Sheet Music, Musical Works and Musical Merchandise of every description.

NORTHWESTERN AGENCY AND WHOLESALE DEPOT FOR THE MUSICAL PUBLICATIONS OF OLIVER DITSON & CO., Boston,

WITHOUT ANY ADVANCE WHATEVER ON THE ALL BOSTON PRICES.

THE TRADE OF ALL THE AMERICAN MUSIC PUBLISHERS,

Foreign Made and Musical Works,

Music for Teachers, Seminaries and others at a discount.

OUR STOCK OF Musical Instruments and Strings

New Advertisements.

THE TARR FARM Petroleum

OF THE CITY OF NEW

Office, 61 Cedar street,

Capital, $3,000

JAMES WARDWORTH

61 Cedar Street, New

ROSS & FOS

REPRODUCTION *of Lyon & Healy's first advertisement in The Tribune, inserted November 4, 1864, by Patrick J. Healy*

National Advertising

HOW profitably to use advertising to promote the sale of products distributed through numerous retail outlets raises problems more difficult than those involved in Want or Local Display advertising. The response to the advertising filters back to the advertiser from thousands of retailers through scores or hundreds of jobbers and brokers. Widely different conditions produced widely different results in various districts.

For many years National advertising was almost synonymous with Magazine advertising, for periodicals had concentrated their entire efforts on developing this form of publicity. Newspapers, on the other hand, paid slight attention to National advertising because it was so much less in volume than either Local or Want advertising, because they had to pay an agency commission on it, and because they had to pay an additional commission to a "special representative" in New York or Chicago for soliciting the agency for the business. Each "special" usually represented a list of newspapers whereas the salesman of magazine space concentrated his efforts on one medium.

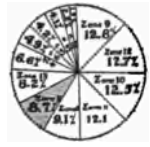
Study of the situation convinced The Chicago Tribune that the newspaper and particularly the metropolitan newspaper of sectional distribution, is the best medium existent for National advertising. Acting on this conviction, The Tribune has led a movement which is revolutionizing the policies of agents and advertisers with respect to National advertising. And The Tribune has built up for soliciting and handling this type of business, an organization which is unique in the world of advertising and publishing.

National advertising was once conducted on the theory of *forcing* the dealer to stock the product advertised by creating an overwhelming *demand* for it among his custom-

The Chicago Territory

Zone 7—A Market Worth Fighting For

These graphs picture the relative standing of American markets. Taken as a whole they demonstrate conclusively that the Chicago Territory—Zone 7—offers maximum buying power. Its central location also makes it the ideal starting point for the sales and advertising campaign which is to be conducted logically by zones.



AREA

A market should be compact and so should its sales and advertising. We all know that everyone the Chicago Territory is the most compact area in the United States. It is the smallest area containing the largest number of consumers. Goddess is unique.

POPULATION

Other things being equal, the zone having the most people is the richest. It is the zone that the Chicago Territory is the largest part of the Chicago Territory, which has a population of 10,000,000 people and ranks as the richest market in the world.

WEALTH

The wealth of the Chicago Territory ranks with the most secure investments in the world. Its resources, its development, and strategic location.

INCOME TAX RETURNS

The Chicago Territory—Zone 7—does not need to pay its share of income taxes. It is rich, but it is not wealthy. Its wealth is distributed among the large number of people who make up the zone.

CROP VALUE

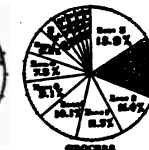
Profits earn both farm land because the productive capacity of the Chicago Territory. The farmers of Illinois, Indiana, Michigan, and Wisconsin, whose territory is within the Chicago Territory, produce crops worth of new wealth from the soil each year.

MANUFACTURES

For many years Zone 7 held second place in the value of manufactured products, being exceeded in this item by Zone 2, New York. Now according to the latest Census figures, Zone 7 is first in the list. In the Chicago Territory is produced 17.2% of the manufactured goods of the United States. Chicago, Illinois, Cook County, Illinois, and Illinois Valley Manufacturers. The proportion of manufactured products made in each zone is shown on the above chart.

MOTOR VEHICLES

The first test that the Chicago Territory's records is that it operates the greatest power that its people and only have among the spent money.



GROCERS

Each zone differs in its grocery trade, a matter of importance which must be considered by manufacturers and retail chain organizations. In Zone 7, Chicago, Illinois, and Cook County, Illinois, are the largest centers of population, and each is the largest grocery center in the world. Chicago, Illinois, is the largest grocery center in the world, and as a business is almost unparalleled.

Statistics On Which Graphs Are Based

Zone	Area Square Miles	%	Population 1920	%	Wealth 1919 (000 Omitted)	%	Income Tax Returns 1919	%	Crop Value 1919 (000 Omitted)	%	Value of Manufactures 1919 (000 Omitted)	%	Motor Vehicle Registration 1921	%	No. of Grocers	%
1	66,485	6.6	7,460,000	7.0	11,562,455	6.4	406,000	6.5	304,510	6.6	7,161,000	11.4	702,745	6.6	10,000	6.6
2	47,405	4.8	15,000,000	14.0	20,744,197	10.3	914,000	17.5	434,607	9.5	12,251,000	19.5	1,282,000	12.0	20,144	13.4
3	101,000	4.0	14,100,745	13.4	22,715,778	12.5	811,324	15.1	577,971	7.7	9,215,000	14.7	1,140,115	10.6	15,000	10.0
4	101,345	4.6	8,101,107	7.7	8,942,715	5.0	254,516	5.1	1,104,208	24.2	2,625,145	3.6	550,000	5.2	10,241	10.1
5	103,000	4.1	10,210,540	10.0	13,000,400	7.0	415,400	7.8	651,775	8.5	6,042,612	9.7	964,000	9.0	10,000	11.2
6	147,000	6.0	5,004,177	4.6	8,600,551	5.0	177,404	3.2	941,000	6.0	1,000,000	1.6	557,000	5.2	10,000	6.6
7	803,814	8.7	10,116,582	17.2	36,462,334	20.0	972,055	18.2	1,081,301	17.2	15,815,210	25.0	2,305,180	22.4	20,070	13.0
8	271,070	2.1	2,001,555	2.2	15,000,000	8.0	370,711	6.6	1,104,430	16.2	5,114,007	8.0	940,000	9.0	10,000	6.1
9	300,000	12.0	3,001,274	4.6	7,272,841	4.0	197,504	3.5	781,000	7.0	1,017,000	1.6	696,000	6.7	12,000	8.0
10	300,191	12.0	4,712,000	4.6	10,037,000	5.0	286,400	4.2	722,000	7.0	1,204,000	1.6	500,000	4.8	8,000	5.0
11	304,772	12.1	3,674,700	3.7	7,217,201	3.9	194,000	3.2	530,000	5.2	1,119,040	1.6	448,562	4.3	7,000	4.4
12	302,942	12.1	2,827,216	2.6	5,412,062	2.0	102,221	2.0	216,347	2.1	2,123,000	3.4	710,000	6.8	1,734	2.2
13	302,004	9.6	3,271,231	3.6	5,771,000	3.1	156,400	2.5	278,000	2.5	1,000,017	1.6	554,000	5.3	8,000	5.0
Totals	3,000,070		104,161,840		197,966,719		5,514,197		10,447,177		64,810,370		10,883,606		160,010	

"THE CHICAGO TRIBUNE DOMINATES THE CHICAGO TERRITORY"

B-3

A PAGE *from the BOOK of FACTS*

ers. The idea was that innumerable consumers would keep asking for it until thousands of retailers would in turn urge their jobbers to stock it, and so the merchandise would start flowing through the channels of trade. To achieve success by operating in this manner necessitated tremendous expenditures before any considerable results could be expected. Many a concern was forced to discontinue its advertising before the cycle was completed and as a result when the goods did reach the shelves of the retailer the consumer had forgotten his desire for them. The policy was then adopted of notifying the dealer of the advertising to be run and warning him that he should stock up in advance. To impress them with the magnitude of the advertising to be done broadsides would be sent to dealers and jobbers listing the magazines to be used and totaling their circulation. But this system lent itself to grave abuses. The total circulation might be huge but an inadequate amount of advertising might be used in each publication. Furthermore, the dealer soon found that millions of circulation in the United States often meant an insignificant amount among his customers.

Therefore The Tribune announced that the following policy would control all its solicitation of National advertising:

> *"The Tribune considers it a waste of money to advertise a product distributed through the retail and jobbing trade, until that trade has been stocked with the product to take care of the consumer demand, when created."*

To live up to this policy, The Tribune has made an intensive study of its market, a study which must be kept constantly up to date; has made hundreds of investigations among dealers to learn the conditions surrounding the sale of various products; has published a house organ monthly for eight years educating fifteen thousand retailers to the advantages of handling advertised products; has developed five hundred lists of retailers, each in a certain line of business in a certain district, and maintained on addressograph plates in route order within each district; has analyzed

Tribune circulation in the most minute and elaborate manner, and made the resulting statistics available to advertisers in printed form; has drilled its force of advertising salesmen in the co-ordination of selling and advertising.

When a manufacturer undertakes to introduce a new product in the Chicago market by means of Tribune advertising, a Tribune service man assists him in organizing his sales crew, drills them in the use of the advertising campaign to secure distribution among retailers and wholesalers, directs their efforts, and installs a system for recording and checking results. Each salesman is equipped with a portfolio containing proofs of the advertising and a letter from The Tribune informing the retailer just how much advertising has been contracted for on a non-cancelable basis. He is also given a pack of cards containing the names of the retailers he is to solicit arranged in route order. He is given a map of the district in which these retailers are located, and he is instructed in the number of families living in that district and the number of Chicago Tribunes sold there. Therefore, there is nothing vague or indefinite about his statements to the retailer concerning what the manufacturer will do to "move" the merchandise after the retailer has stocked it. He does not talk about The Tribune's total circulation of half or three quarters of a million, but of the few thousand in the retailer's immediate neighborhood, shows him exactly what advertising is to run, and often offers to list the name and address of the retailer in certain of the advertisements.

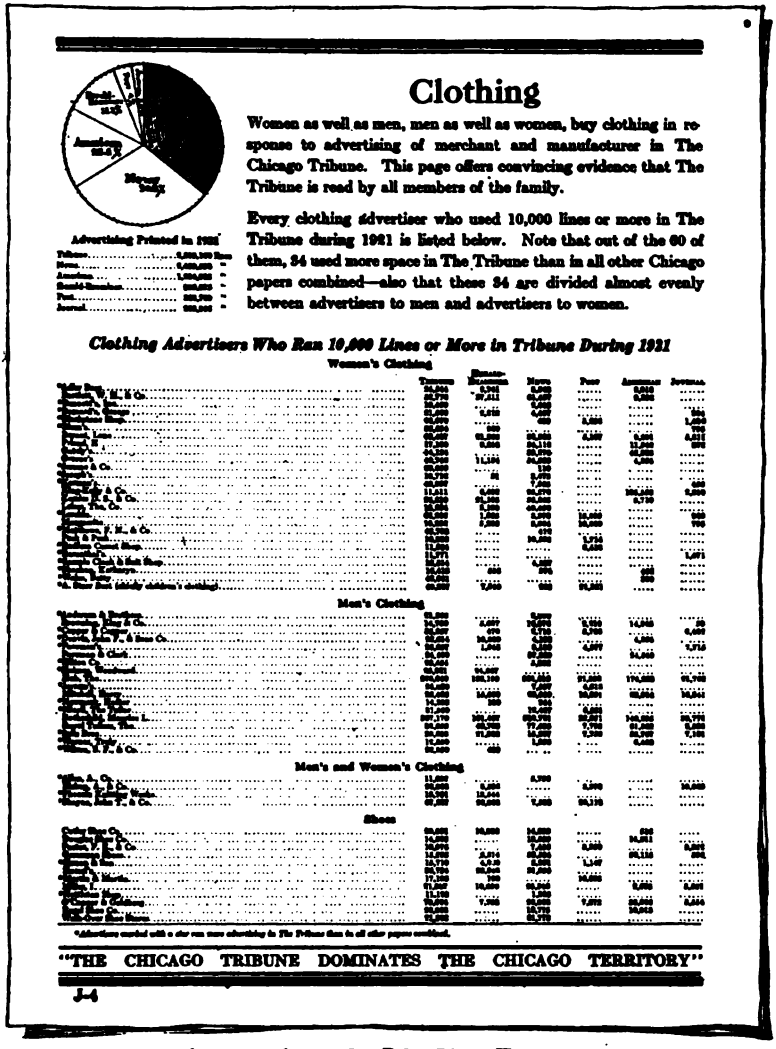
As a result of this intensive, systematic handling of National advertising it is not uncommon to sell enough merchandise before the advertising starts to pay for the entire initial campaign, and when the advertising does run and people go to the stores and ask for the merchandise it is there waiting for them.

Every man engaged in selling National advertising for The Tribune has been trained in all this service work, has made investigations among retailers in many lines, has

participated in study of his market, has actively directed the operations of sales crews in securing distribution for goods in Chicago and The Chicago Territory.

* * *

The use of newspapers for National advertising also lends itself to merchandising by zones, a practice which is growing swiftly in favor because of its efficiency and economy. Manufacturers have found by sad experiences that



Clothing

Women as well as men, men as well as women, buy clothing in response to advertising of merchant and manufacturer in The Chicago Tribune. This page offers convincing evidence that The Tribune is read by all members of the family.

Every clothing advertiser who used 10,000 lines or more in The Tribune during 1921 is listed below. Note that out of the 60 of them, 54 used more space in The Tribune than in all other Chicago papers combined—also that these 54 are divided almost evenly between advertisers to men and advertisers to women.

Clothing Advertisers Who Ran 10,000 Lines or More in Tribune During 1921

Women's Clothing

Men's Clothing

Men's and Women's Clothing

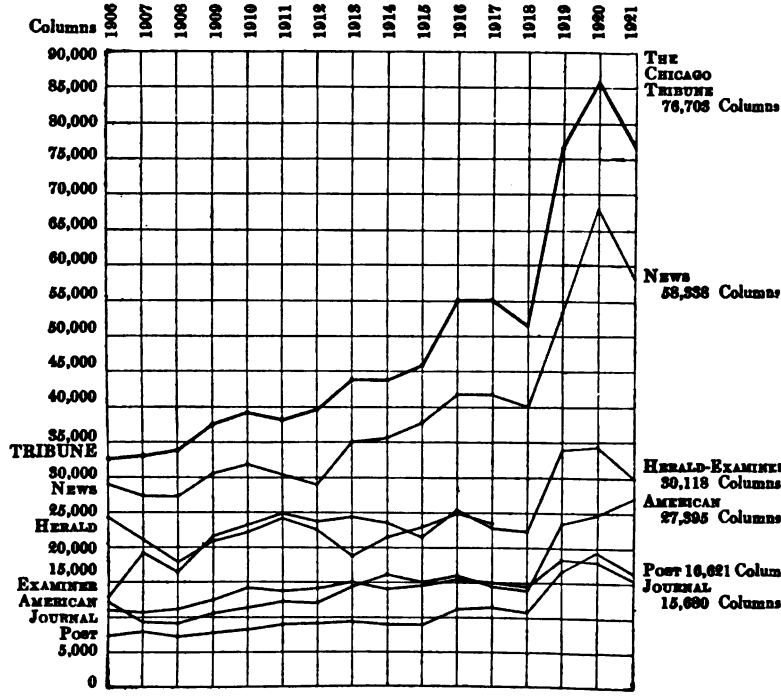
Shoes

"THE CHICAGO TRIBUNE DOMINATES THE CHICAGO TERRITORY"

J-4

A PAGE *from the BOOK of FACTS*

Advertising Lineage in Chicago Newspapers
1906—1921



THE TRIBUNE printed 789,405 columns during the sixteen year period, which is 106% more than was printed by the next morning paper and 27% in excess of the leading evening paper.

(Columns: 300 AGATE LINES)

YEAR	TRIBUNE	HERALD	EXAMINER	NEWS	AMERICAN	JOURNAL	POST
1906	32,604.52	23,972.80	12,711.04	29,253.45	12,135.05	11,116.66	7,426.41
1907	33,107.03	21,406.41	19,735.10	27,524.09	9,119.53	10,497.45	8,171.49
1908	33,656.86	18,562.86	16,778.28	27,355.49	8,920.31	10,908.08	7,038.40
1909	37,814.85	21,120.00	21,522.60	30,494.93	10,583.09	12,659.44	7,665.65
1910	39,345.41	22,389.44	23,255.97	31,924.32	11,776.32	13,906.32	8,170.77
1911	38,082.55	24,480.68	24,661.52	30,729.58	12,455.28	13,605.69	9,277.96
1912	39,739.95	22,353.69	23,807.57	29,225.08	11,835.04	14,261.08	9,364.53
1913	43,676.27	19,298.89	24,608.35	35,290.15	14,574.90	14,988.17	9,698.77
1914	43,502.59	21,480.72	23,801.39	35,834.01	15,990.33	14,208.82	9,312.64
1915	45,886.55	22,944.82	21,608.13	37,433.13	14,939.37	14,465.58	9,340.00
1916	54,974.66	25,106.83	25,657.33	42,030.29	16,076.90	15,350.51	11,501.59
1917	54,891.50	23,680.87	23,331.45	41,988.42	14,678.60	15,023.15	11,771.55
1918	51,888.10	* 6,230.60	‡22,786.74	40,139.47	13,406.57	14,234.28	10,835.94
1919	77,777.28	.....	†33,885.13	58,397.13	22,887.86	18,312.97	16,650.31
1920	85,753.57	.....	†34,342.55	67,989.27	24,789.46	18,006.66	19,529.24
1921	76,703.31	.....	†30,118.97	58,338.91	27,395.88	15,680.22	16,621.41

*Herald discontinued publication May 2, 1918.

‡Examiner and Herald-Examiner combined. †Herald-Examiner.

the United States is too enormous to be considered as a merchandising unit. It must be broken up into "districts," "territories," "zones," or "markets," each one a logical unit within which to concentrate intensive sales effort. When a business which has been doing National advertising in magazines is analyzed from this angle certain wasteful features at once become apparent. Advertising is being purchased in the same quantity in districts where no attempt is made to supply dealers as in other districts where sales possibilities are big and dealers are being solicited aggressively. Local peculiarities, climatic variations, current events cannot be taken advantage of in the advertising. The dealer cannot be shown definitely and clearly what the advertising is doing for him.

* * *

The handling of selling by zones or markets leads to the use of newspapers for National advertising, as the advertising can thus be synchronized and co-ordinated with the selling. Each market can be given the precise amount of advertising pressure needed. Waste circulation is reduced to a minimum. The advertising is brought close to the dealer and to his customers. For everyone reads the newspapers. The average man reads his paper 365 days in ordinary years and 366 days in leap years. Each person sets aside a definite part of each day for newspaper reading, but this cannot be said of any other advertising medium.

Newspaper advertising is, above all else, productive of favorable *action* as well as favorable thoughts. The newspaper's life is brief, but full of fire and power. Because it is jammed full of timely news and timely advertising it commands immediate consideration. Magazines may be laid aside to be read when, if ever, leisure and inclination happen to coincide, but the call of the newspaper is as insistent as the call of breakfast, the call of business, the call of life.

Metropolitan newspapers, published in the morning and on Sunday, are particularly well fitted to carry national

The Co-Operator

(Which With September)

Issued Monthly, Since February, 1914, by the Business Survey of The Chicago Tribune

Vol. VIII. No. 12 CHICAGO, DECEMBER, 1921 5 Cents a Copy; 50 Cents a Year

Tiny Store Has Big Trade In Small District

Volume Is 15 Times Greater Than at Start

In a store not much larger than a good sized kitchen, Julius Daniels does a business of $65,000 a year at 4716 Dorchester avenue. The territory he serves is as tiny and condensed as the store, and the single horse that attends to the deliveries doesn't get enough exercise to work off its fat. East and west his territory runs two blocks. It is only four blocks north and south, a half mile long and less than a quarter of a mile wide.

Daniels Brothers, Max and Julius, have three grocery stores. In addition to the Dorchester avenue place, they have stores at 208 East Forty-seventh street and at 402 East Sixty-first street. But the little Dorchester avenue store keeps ahead of the others in the volume of sales.

Father Owned Store

The grocery business came naturally to the two Daniels boys. As far back as they can remember they played and worked around a grocery store. Their father had a store, first at Thirty-seventh street and Cottage Grove avenue and later at Forty-third street and Cottage Grove. The boys learned the business with their father, and, 19 years ago, started out for themselves at Thirty-fifth street and Indiana avenue.

The business was pretty small at first. It averaged about $1,000 a month, or $12,000 a year. Now the volume for a month is more than it was originally for a year. It will run from $14,000 to $16,000 a month, or approximately $180,000 in a year.

For a time the brothers had a big store at Forty-seventh and Calumet doing a business of $12,000 a month. Changing conditions in the grocery trade caused them to give it up, however, and establish the smaller stores. Part of the building is now used as a warehouse for the Daniels Brothers' stores.

Twenty-five Feet Square

Of the present stores, the one on Sixty-first stret is the oldest. It was opened ten years ago. The Dorchester avenue store has been doing business for seven years and the Forty-seventh street store for about two years.

"We should like to get a bigger location," said Julius Daniels, "but we haven't been able to. This store measures about twenty-five feet square, and you can see that no space is wasted.

"The grocery business has undergone a great change in the last few years. It is due to the chain stores. I don't believe there are more than about twenty high-class grocery stores on the south side now doing a credit business. Our own business is changed to such an extent that one trade to 75 per cent cash.

"For a while we worried a little about the chains, but not any more. We have found our place, and I don't pay any attention to the chains. I keep every article for which there is a demand. The people can get what they want here. They can't in the chain stores. I carry all the advertised products and the well-established foods.

Have Large Store Trade

"We have a good store trade, too. Some of the service stores do a large part of the business over the telephone, but we like people to come in. The store looks well, and everything is

Continued on Page 16

THE TWO CLERKS

By John T. McCutcheon

Moral: If you don't like your job, do your work so well you will be promoted out of it.

Call Chinese Egg Trade a Menace

Poultry raisers are urging higher duties on eggs than are provided for in the Fordney bill and claim that the Chinese egg trade is menacing the American industry. They want a duty of eight cents a dozen. The bill provides for six cents. At present, eggs are on the free list.

The poultry men asked a duty of 24 cents a pound on dried eggs. The bill provides for a duty of 15 cents a pound and is at present 10 cents a pound. They told the congressmen that the importation of dried eggs from China had driven practically all the American plants drying eggs out of business and said that nearly all bakery goods are made with Chinese dried eggs.

Fly 5,000,000 Miles for Pound of Honey

A pound of honey seems pretty cheap when all the work of the bee is figured in. According to an English investigator, one pound of honey contains the concentrated essence of 62,000 blossoms, and to gather it the bees make 2,700,000 visits to the flowers, covering approximately 5,000,000 miles for every pound.

German Mark Ruins Border Retailers

All of Germany's neighbors are being outfitted, particularly in clothing, at the expense of German shopkeepers. With the German mark selling at the rate of 300 for a dollar, the difference in prices in other countries is so enormous that all along the Dutch, Danish, Swiss and Belgian borders the people put on their old rags and worn out clothes and cross into Germany.

They trade their own money for marks and outfit themselves from head to foot at a fraction of what it would cost in their own country. The reaction is such that in Holland especially, for miles from the border, the Dutch shoemakers, tailors and clothing stores are unable to sell anything at all.

Orange Seeds Now Used As Necklace

A Florida woman is said to make lovely necklaces from orange and grapefruit seeds. This places the orange in the class with the famous pig of the packers, no part of which is wasted but the "squeal."

All the other parts of the fruit have a use—the pulp and juice for eating, the peel for candying or flavoring, and the white inner rind for pectin extract to help in the jellying of other fruits. The necklaces of seeds are doubtless very ornamental

$40 a Month Is Fountain Cost of "Paying Last"

Is teh space used by your soda fountain paying out? What do you do to increase the sales at your fountain? How do you let your friends know how sanitary your fountain service is? What is your gross profit and your net profit on that phase of your business? Do you use glass or paper cups, and what difference does it make in your profits? These are a few questions that one expert has figured out for himself and has given the information to The Co-Operator for its readers. It is a downtown store and many of his problems are not your problems. But we hope you will find all he has to say interesting and much of it helpful.

LONG before the druggist handled any other sidelines, he was dispensing sodas. The soda fountain seems just as much a part of his business as the prescription counter, but a lot of druggists are taking it too much for granted. If properly conducted it is one of the biggest money-making departments of the store. On the other hand, it may cost the druggist money.

The way to the bottom of it was made so careful a study of the fountain as A. R. Specht, vice president of the Owl drug company. He finds that the net profit from the fountain is about twice as great as any other department of the store and that a considerable proportion of the store's business comes from the soda fountain.

Turnover About 150

In this article the figures given are for the Owl store at Madison and Clark streets. This fountain will average in the winter about $8,500 a month, and its best month last summer was $12,000. Every month a fourth is inventory is taken. It averages about $650 and never runs above $800. This suggests the enormous turnover. The stock turns from 12 to 16 times a month, a turnover well over 150 a year.

The fountain is operated on a gross profit of approximately 35 per cent. The cost of operating is 30 per cent, leaving a net profit of 21 per cent.

Mr. Specht believes that the Owl policy of "treating the public" pays. The Owl store has one of the few large fountains where the customer eats or drinks first, and pays afterward. Such a policy in a store which handles 2,200 persons a day—and that is the average for this fountain—means a considerable loss from unpaid checks in the course of a month. But the increased business not only at the fountain, but in the rest of the store as well, is worth the price of a suit of clothes once a month, Mr. Specht believes.

"Walkouts" Were $19.80

There is an extremely small group which does not pay, too. The Owl stores find that the public in general can well be trusted, and customers appreciate the convenience of buying whatever they want, getting the check, and paying as they go out.

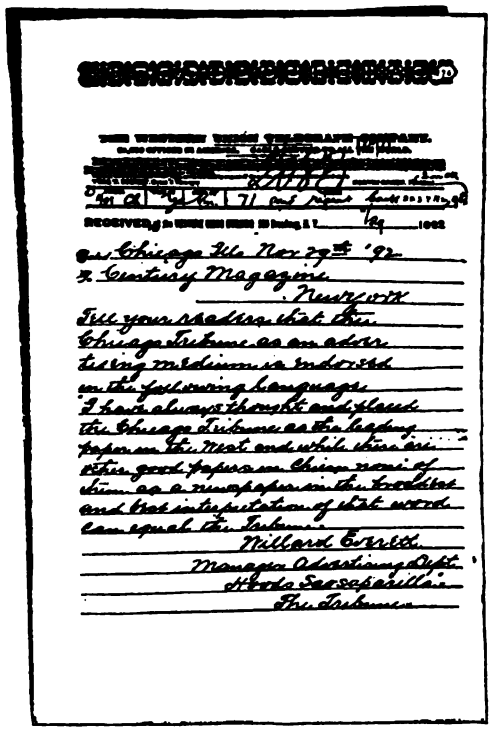
"At this time of the year," said Mr. Specht, "our loss runs only about fifty cents a day. For October, the 'walkouts' amounted to $19.80. In the summer they will run as high as $30 or $40 a month.

"The cheating is done largely by street urchins. They will come in and sit down at one end of the counter and

THE CO-OPERATOR *is mailed free each month to 15,000 retailers in Chicago and suburbs. It never contains editorial puffs for The Tribune or for Tribune advertisers. It is designed to render a genuine service to the retailers through whom products advertised in The Tribune must be sold to consumers. Its editorial matter is written for it by trained men, and builds an appreciation of advertised merchandise by interesting stories rather than by preaching. It carries paid advertising from reputable concerns.*

advertising because their radiating circulation influences much more than the city of publication. Evening newspapers, being in the nature of bulletins, seldom secure widespread circulation and cannot exert maximum influence on such circulation as they have.

The case of The Chicago Tribune shows that a morning and Sunday newspaper can be a powerful buying influence throughout a large area. The Tribune has more than 300,000 circulation in Illinois, Indiana, Iowa, Michigan and Wisconsin, outside of Chicago and suburbs. An investigation was made during 1921 among 6741 retailers and 241 jobbers located in these states, outside of Chicago, to determine the extent to which they read The Tribune and the extent to which their customers were influenced by Tribune advertising in the purchasing of merchandise. Retailers and jobbers in five lines were interviewed—groceries, drugs, hardware, electrical appliances, and auto accessories. The results showed that 65% of the retailers read The Tribune and 72% feel the effect of Tribune advertising on their sales. Of the jobbers, 81.4% read The Tribune and 73% recognize the influence of Tribune advertising in promoting the sale of merchandise they handle.



Chicago Ills Nov 29th '92
The Century Magazine
New York
Tell your readers that the Chicago Tribune as an advertising medium is indorsed in the following language:
I have always thought and placed the Chicago Tribune as the leading paper in the West and while there are other good papers in Chicago none of them as a newspaper in the broadest and best interpretation of that word can equal the Tribune.
Millard Everett
Manager Advertising Dept.
Address Sarsaparilla
The Tribune

THIS *page, reproduced from The Century Magazine, shows how we advertised our advertising thirty years ago.*

Within a broad territory, therefore, The Tribune not only reaches more people than any magazine, but it unquestionably influences the purchases of its readers.

The Chicago Tribune believes that one of its greatest public services is to be found in the work done to promote more economical distribution of merchandise by means of newspaper advertising. The question is often asked: "Who pays for advertising?" The answer is that no one does. It pays for itself. Cost of distribution (cost of getting articles from the manufacturing plant to the retail counter) is from one-third to one-half of the retail price of most merchandise. Cost of advertising is seldom more than a twentieth of the retail price. Therefore it often works out about as follows: An article has cost fifty cents to make (including the manufacturer's profit) and fifty cents to distribute, and therefore sells for one dollar. Advertising is adopted at a cost of two cents to five cents per unit, and brings about such economies in distribution, such steady demand, and such volume production that it is possible to make the article for forty cents and to distribute it for thirty cents (including the advertising cost), making the retail price seventy cents instead of a dollar. The advertising appropriation may have been a million dollars, but it paid for itself.

* * *

The Chicago Tribune realizes that editorial and advertising departments should be kept entirely separate because each is equally important and entitled to independent consideration and development. The strength of The Tribune from an advertising standpoint, the fact that tremendous revenues are derived from the sale of advertising sheerly on its merit on a business basis, enables the editorial department to do great things and to be independent in the face of any opposition. All that the advertising department asks from the editorial department is adequate circulation among the right kind of people, and it is obvious that such circulation can be won and held only by fighting in season and out for the public welfare.

WHERE *four copy writers and nine artists assist Tribune local advertisers to make the presentation of their messages more effective.*

CONFERENCE ROOM *in which the advertising and merchandising problems of national advertisers are discussed and analyzed. The "rent" map of Chicago in the corner is 8 feet wide and 16 feet long.*

As Joyce Kilmer
Might Have Said
I think that I shall never see
Aught lovely as a pulpwood tree,
A tree that grows through sunny noons
To furnish sporting page cartoons.
A tree whose fibre and whose pith
Will soon be Gumps by Sidney Smith.
And make to smile and cha ha ha go
The genial people of Chicago
A tree whose grace, toward Heaven rising,
Men macerate for advertising---
A tree that lifts her arms and laughs
To be made into paragraphs ----
---Christopher Morley
in The New York Evening Post

Chicago Tribune Pulp Wood Forests

IN a wilderness on the north shore of the Gulf of St. Lawrence, far down toward Labrador, The Chicago Tribune is carrying out a great work of pioneering and development. The earliest French explorers sailed along these shores. During the intervening centuries migrations from Europe have swept past them to populate a continent with more than 120,000,000 people. But through all the years these virgin forests of the far northeast lay untouched, from the Gulf of St. Lawrence to the Arctic ice fields.

A rocky shore without harbors, no settlements, high tides, a stormy gulf, long and severe winters, combined to make profitable timber operations almost impossible. In the face of these obstacles The Chicago Tribune purchased 500 square miles of forests and undertook to develop its own supply of pulp wood.

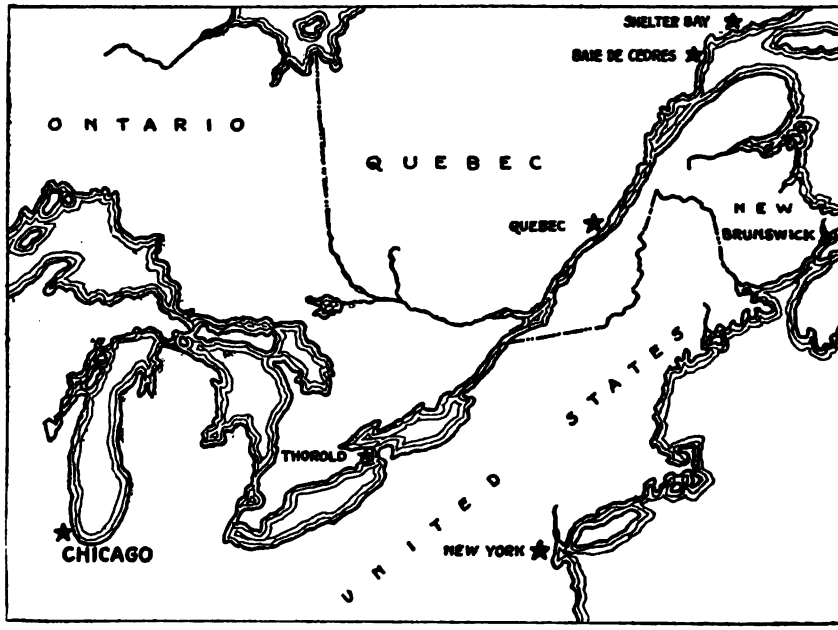
Dams have been built, flooded out and rebuilt; a power house was constructed, washed away and rebuilt; docks have been torn to pieces while under construction, but others have taken their places. Setbacks and discouragements have been many, but success has finally been achieved.

Quebec, the quaint walled city where twentieth century America meets seventeenth century France, is a logical place at which to begin the story of the mechanical production of The Chicago Tribune. During September and October Tribune agents are busy in the harbor of Quebec chartering all the schooners they can lay hands on and loading them with supplies for the camps in The Tribune's timberlands far down in the Gulf of the St. Lawrence, on a wild frontier east of the eastern edge of Maine.

Move Winter Supplies to Wilderness

For five or six months hundreds of men and their families are frozen in while they chop the trees destined for Tribune newsprint. Everything these communities need to eat or wear or use must be gotten into the woods before snow and ice seal the gates between them and the world. So for months there are always schooners beating down the broad river and stormy gulf of Baie des Cedres and Shelter Bay, three hundred and four hundred miles respectively, northeast of Quebec. Sailors who speak no word of English, sailors whose ancestors explored and colonized New France hundreds of years ago, take this first step in the making of The Chicago Tribune. Arriving at their destination after several days' sailing, they anchor off the coast, and scows and barges are brought alongside to take the cargoes of baled hay, sacks of oats, barrels of flour, hogsheads of salt pork, kitchen stoves, clothing, and tools, up shallow or rocky harbors.

Three distinct classes of French-Canadians are engaged in the production of Tribune pulp wood. The sailors whose



schooners take in supplies, the hunters and fishers of the North Shore who build the docks and dams, run the saw mills, make the roads and drive the logs down the river, and the farmers of the South Shore of the Gulf of St. Lawrence who spend the long winters in the forests as wood-choppers.

The peak of activity comes in the late fall between the harvest on the South Shore and the closing of navigation. The workers must be transported across the gulf and back in the virgin forests, must make clearings, build their houses and barns, and must have their five or six months' supply brought in to them by schooner, scow, carts, motor boats, sledges, canoes, and on the backs of men.

By November the streams are frozen and snow covers the ground to a depth of three to seven feet. Navigation ceases until May. Occasionally mail comes in by sledge and dog teams from Quebec, four hundred miles up the river, but for the most part the community is isolated and settles down to its winter routine. Strange to say, the natives seem to look forward with pleasure and anticipation to their long winter. Swift rivers, dense woods and spongy muskeag swamps—impenetrable in the summer—now permit connection by skiis, snowshoes, and dog sledges. Rabbits, sable, beaver, and now and then a caribou may be shot. The terrible summer pests, black flies and mosquitoes, are gone. The thermometer may drop forty degrees below zero, but the natives say one does not mind it because it is so dry. There is unlimited wood for roaring fires and plenty of blood-stimulating exercise.

In The Tribune's two towns, Shelter Bay and Baie des Cedres, a dozen or more American executives and about 225 French Canadian laborers settle down to work on the dams, docks, conveyors, flumes, storehouses, cabins, and above all the supervision of the wood cutting. Back in the woods, scattered over an area of hundreds of square miles, are the camps of the loggers, 500 men and 150 horses.

The wood choppers all operate in units of three men and a horse. Each such unit is assigned a definite tract of land

to cut, usually a half mile wide running three miles back from the stream. Two men chop and saw. The third man and the horse haul the wood to the river. The women and children do the chores.

Agents of the Canadian government are constantly on the ground to see that no tree below a certain size is cut; that no tree is cut more than eighteen inches above the ground, even though it stand in sixty inches of snow. They also check the total cut on which taxes must be paid. Cullers and scalers representing The Tribune also check each day the cut of each logger to determine what he is to be paid. In case of dispute, reference is made to the figures of the government agent, independently computed. The Tribune's culler is very particular that no dead wood or anything other than clear spruce and balsam be included in the cut. Some birch and poplar is found in these forests but it is left standing.

As each tree is cut it is trimmed clear of all branches and sawed to eight or twelve foot lengths. Three of these are chained together and hauled by the horse to the banks of the stream.

The piles on the sloping banks are held in place only by a tree at either end and roll-ways are cleared between them and the river. When they are needed, two men with axes chop away the supporting trees and in a few minutes precipitate the great pile into the water.

With spring thaws and the opening of navigation the wood choppers and their horses hurry across the gulf to the farms on the south shore. The camp executives then face the greatest problems of the year—getting the wood to salt water, sawing it and loading it on the steamers which take it to the Tribune's great paper mill at Thorold, Ontario, near Niagara Falls.

Labor is an acute problem in the development of such great enterprises as those of The Tribune on the North Shore of the Gulf of St. Lawrence. In a stretch of coast line a thousand miles long, the largest village is Eskimo

LAKE OPCO *at Baie des Cedres, in The Tribune's timber country—300 feet above Gulf and quarter of a mile back from shore. Its waters supply the conveyor which floats the logs from the sawmill to the docks a mile down the coast.*

LOGGERS *on The Tribune's timber lands on Franquelin River.*

THE *Tribune's timber town of Baie des Cedres on the north shore of the Gulf of St. Lawrence.*

FORMER *submarine chaser, Mareuilendole, which travels ten thousand miles a season as Tribune dispatch boat in the Gulf of St. Lawrence.*

Point near the southern edge of Labrador. The vast stretches of the interior are unhabited except by scattered Indians and Eskimos. The few residents of this barren Northeastern frontier have been for generations hunters and fishers. Although unskilled and unsuited to the routine of industrial labor, they are the only workmen available for the building of docks, power houses, and the loading of boats.

At Shelter Bay and Baie des Cedres they are boarded and housed at the expense of the company, buy whatever additional supplies they need at the company store at a small margin above cost, and make from $100 to $140 per month clear.

The food is of very high quality, in great variety, well cooked and clean, although served in great log cook houses with rough hewn tables and benches, enamel cups and plates. Hundreds of steers, sheep and hogs are brought to the towns to be slaughtered during the winter, insuring a continuous supply of fresh meat. Few American families live better than do the laborers on The Tribune properties on the north shore of the Gulf of St. Lawrence, but each one longs for the distant cabin which his ancestors consecrated as home, and each one is restive under regular hours of routine labor.

Driving logs down the river is a dashing picturesque phase of the work to which the men take more readily than to the other duties. In the first six miles of Rocky river above the Gulf are eight rapids and six waterfalls. Islands are plentiful. As a result the logs jam, dynamite must be used, and hardy lumber jacks risk their lives to sweep the last log from slippery rocks and boiling torrents.

When the logs reach sea level they are caught by booms —logs chained end to end to reach across the stream. They are moved over to the sawmill by encircling as many as are needed and towing the whole loosely floating raft into a position from which men with long pikes push them one at a time on the jack ladder. The jack ladder is an endless

chain arrangement which lifts the log from the water and carries it up to the sawmill. The sawmill is merely a shed with two great circular saws or "slashers." The endless chains bring the log in at one side, press it against the saws, which cut each twelve-foot log into three four-foot logs, and throw the four-foot logs out the other side into a conveyor.

As the logs leave the slashers they roll down a short incline into a flume full of swiftly running water. At Shelter Bay this water is pumped from the bay into the flume. At Baie des Cedres the water is secured from a beautiful lake 300 feet above the level of the Gulf and only a quarter of a mile inland from it.

The flume at Shelter Bay floats the logs to the dock, where they are caught by spikes on an endless chain, carried up an incline to a platform, from which they are dropped into the holds of steamers. At Baie des Cedres the flume itself runs out on the dock far above the decks of the steamers so that logs are literally floated from the forests far in the interior right into the vessel's hold. When a great mass of logs has been shot into a hold, a gang go in and pack it compactly while the stream of logs is directed down another hatchway. Water that flows into the boat with the logs is pumped out.

Making harbors which will be safe for the big lumber steamers has been an enormous task on the North Shore. It is usual for the rivers down which the logs must be floated to form enormous boulder strewn shoals at their mouths. To meet this situation at Baie des Cedres a flume has been built from the sawmill on the river more than a mile west, almost out in the Gulf along the steep shore to the first point where deep water made a dock practical.

At Shelter Bay the mouth of the river is dotted with a dozen islands varying from square yards to a square mile in area. The island farthest out from the shore was selected for the dock as very deep water was to be found on its extreme end. In 1916 the first dock was built, only to be washed away. Then the war interrupted develop-

ment work until 1919. In an attempt to rush construction work so that wood already cut could be loaded and shipped to the paper mill, a novel scheme was conceived. A short, stanch dock was constructed with the idea of continuing it by sinking a steamer off its end and filling it with rock. The steamer Eagan was bought and rushed to the scene. Her sides were built up high to receive rocks to be blasted from the unlimited supply on the island. Some difficulty was experienced in sinking the Eagan, which clung to life like an old warrior, but dynamite let the water in and she settled precisely in the desired position on a calm, sunny afternoon. Before sunrise the next morning a howling sou'easter was tearing her to pieces, and the taking out of pulp logs had to be postponed for another year.

Since then enormous progress has been made. A power house has been built taking the place of an earlier one which was swept away by a spring flood. This power house utilizes only a fraction of the water available at the lowest of the six waterfalls, but it produces ample electricity for the light and power.

Shelter Bay is in the wilderness but its houses have electric lights. The brilliant illumination permits 24 hours' work in loading vessels. Electrically driven compressors furnish compressed air.

A church and school have been built, houses are replacing log cabins, a store and office building and warehouses have been erected. A doctor is a member of the staff. The Government requires that six fire-rangers be maintained. A fleet of no small proportions floats on Shelter Bay. There is a dispatch boat, The Muriel, gasoline barges, gasoline scows, motor boats, row boats, canoes, and scows without power. Schooners are not unloaded at the main dock on the island because of the lack of connection with the mainland, and can only approach the river dock at high tide. Most of their cargoes, therefore, must be taken off on the barges and scows.

A similar fleet is maintained at Baie des Cedres for the dock is more than a mile down the coast from the town, and high, rocky cliffs separate the two except for the flume which carries the logs.

There is also the Mareuilendole express boat, formerly a submarine chaser. This craft is quite the wonder and talk of the Gulf of St. Lawrence. Built in six steel compartments it is practically unsinkable even though holes were torn in its hull. Three great gasoline engines develop 650 horsepower and drive her at 12 to 20 miles an hour through any weather. Taking passengers to and from railroad terminals at Matane and Rimouski, journeying back and forth between Baie des Cedres and Shelter Bay and performing other dispatch service around the Gulf of St. Lawrence, the Mareuilendole travels upwards of 10,000 miles each summer in Tribune service. She is electric lighted, steam heated, has running water, and can house 26 people though only 110 feet long.

The Tribune owns three lumber steamers which carry pulp wood from its timber land to Thorold—*The Linden*, *The Chicago Tribune* and *The New York Daily News*. The two last named are new steel steamers, specially built for pulp wood carrying and put in commission this year.

Logs pour into a steamer for two or three days and nights before the decks are piled and the hull is drawing 14 feet, the maximum depth permissible in the canals it must use going up past the rapids of the St. Lawrence. Montreal is reached in about two days' steaming from Shelter Bay but the dozens of canal locks make the shorter trip from there to Lake Ontario take at least as long again. At the west end of Lake Ontario the Welland Canal interposes a score more locks between the boat and its destination, so that a week to ten days is necessary to deliver 600 to 1,600 cords of pulp wood from the river at Shelter Bay to the pond at Thorold.

A LOG *jam in the Franquelin River.*

BLOWING *up a log jam in Rocky River.*

1

Woodpulp, after undergoing the processes of crushing and refining, is run through a set of *Dams* and *Screens* from which it flows in a thin stream onto the

2

Fourdrinier Wire, an endless, rocking copper wire belt running at a speed of 650 feet per minute. This belt is 202 inches wide and has 65 wires to the inch. Through this screen, as well as by suction drains, superfluous water is removed; while the rocking motion weaves the pulp into a thin paper film

3

This thin film runs thence between two cylinders, one of which is wool covered. This is known as the *Couch Roll* and presses the paper sufficiently dry to run unsupported to

4

The first of *Three Presses*. These are composed of a series of rubber and wooden rolls through which run three sets of felt belts. On these felt blankets the paper film goes through the presses which remove most of the remaining moisture. The last press roll is surfaced with gun-metal which hardens the paper and gives it a preliminary finish.

The paper is
completes the
presses—carry
cylinders, be-

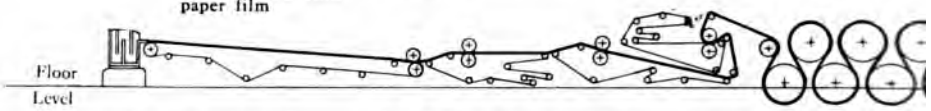
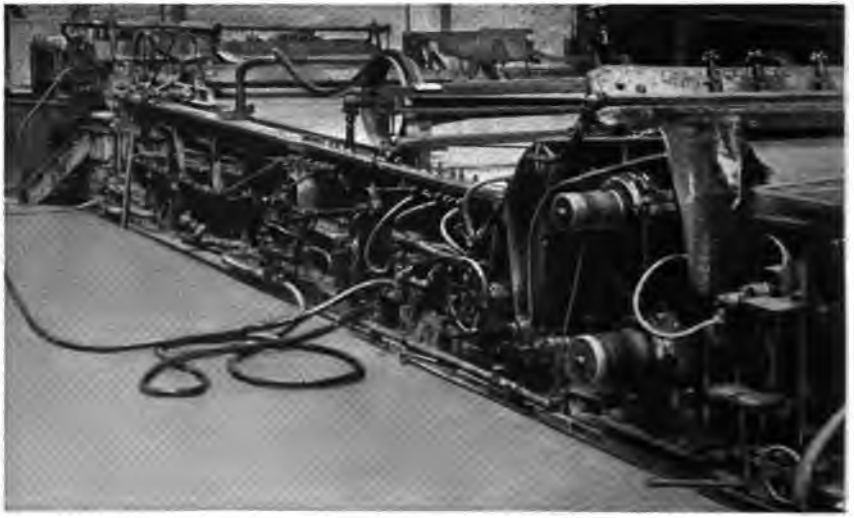


DIAGRAM *of Paper Machine showi*



WHERE *wood pulp is turned into Tribune newsprint. Wood pulp greatly diluted with water flows on a wire screen at the left of this picture. When it reaches the right end the water has been drained out, the fibres matted; it has become a sheet of wet paper—ready to pass through the series of rolls, blankets and driers, which finish the process.*

5

igh a battery of 32 steam-heated cylinders. This unit the *Dryer*, moving water from the paper. The felt belts, which—as in the ough this machine, are run over a series of rolls beneath the drying hey come in contact with the damp paper.

6

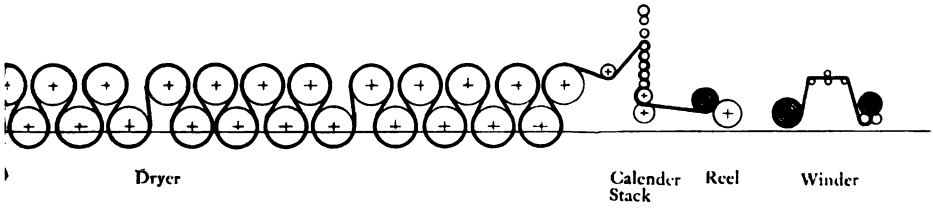
The *Calender Stack*, a column of 8 steel rolls receives the paper from the dryer; it is hardened and finished then passes to

7

The *Reel* on which it is wound. It is later run off on

8

The *Winder* where it is inspected and cut by *Circular Knife* to required sizes



n conversion of wood pulp into paper.

THIS *picture shows, from right to left, the long row of dryers, the calendering stack, the winder, and the rewinder of one of The Tribune's paper machines.*

LOGS *lifted from the deck of a steamer are thrown into the pond at The Tribune's paper mill. They are floated across the pond and then built up into the huge storage pile.*

ONE *million dollar's worth of pulp logs piled at The Tribune's paper mill at Thorold.*

Turning Trees Into Paper

INTO The Tribune's great mill at Thorold, Ontario, go hundreds of thousands of electric horsepower from Niagara Falls, millions of gallons of water from Lake Erie, train loads of coal, steamers full of logs, cars of sulphur and limestone and clay—and out of the mill streams paper at the rate of 600 to 1,000 feet per minute from each of five machines.

The sheet delivered from each machine is 162 to 201 inches wide. This means that the product is the equivalent of more than 12,000 Chicago Tribune pages per minute, or a strip of paper 18 inches wide and 2,350 feet long every sixty seconds.

The Tribune's paper mill is laid out roughly as follows:

1. Pond and yard for storage of wood, coal, sulphur and limestone—enormous piles of raw material.
2. Group of buildings where logs are barked and ground and the wood pulp screened.
3. Buildings where wood is chipped and chemically treated to produce sulphite pulp.
4. Buildings where the ground wood pulp and the sulphite pulp mixed are converted into paper by five great paper machines.
5. Buildings where wrapping paper is made and rolls are wrapped and loaded into freight cars.

Unloading pulp wood from steamers and building it into a great storage pile is a spectacular sight. Logs in the steamer are piled in a strip of rope hammock. This is swung high and wide by a derrick, one end of the hammock is released just as the swing reaches its apex and the logs fly wide into the pond. From the opposite side of this pond the logs are pushed on a chain conveyor, which builds them into a pile of 30,000 to 40,000 cords, a young moun-

tain of pulp wood. The logs brought in by rail are piled in smaller hills along the switch tracks.

From the woodpiles the four-foot logs are drawn by chain conveyors to slashers which saw them into two-foot lengths. The stream then divides, those destined for mechanical or ground wood pulp going to the barking drums or tumblers, and those designed for chemical or sulphite pulp to the rossing machines.

The barking drum is a huge revolving steel cylinder in which the logs and water churn around until friction with each other and with the sides of the drum strips off the bark. The logs are admitted at one end of the drum and worked out at the other. As they tumble out they are inspected and those not clean are sent back for another trip.

Logs to be used in making sulphite have the bark removed by knives, a more thorough process and one which involves the loss of some of the wood. They are then chopped into chips about an eighth of an inch thick and a half inch square. Successive screens remove the larger shavings and sawdust and the chips are dumped into the digestors for chemical treatment described later.

The logs from the barking drums go to a reservoir from which they are drawn into long narrow, shallow tanks, running between rows of wood-grinding machines.

The log is ground to pulp merely by pressing its side against the rim of a huge grindstone. These stones, 54 inches in diameter and 27 inches thick, whirl at 250 revolutions per minute inside steel casings. Three turrets project from each casing. The logs are piled in these turrets so that the bottom logs rest against the rim of the stone. The door of the turret is then closed and pneumatic pressure applied to the top of the pile of logs, forcing them against the whirling grindstone. Water flows over them all the time and pulp or "slush" as it is called, flows in a sluggish stream almost boiling hot from friction, out of the bottom of the machine. This slush contains resinous material in solution and slivers, both of which must be removed. The

slivers are taken out by mixing the pulp with much water and running it over screens which permit all the fine fibers to pass through with the water but reject the coarser ones. These screenings are used to make coarse, heavy wrapping paper.

By running the pulp between two cylinders, the lower one made of fine copper screen, the water carrying the resinous matter is removed. Fresh water is then added to the pulp and it goes to the mixing tanks, where 75 per cent of mechanical pulp meets 25 per cent of chemical pulp.

* * *

Burning sulphur is the first process in the manufacture of sulphite pulp. The sulphur dioxide gas which results is first cooled and then admitted to the bottom of a tower filled with limestone. Water trickling down over the stone unites with the lime and the sulphur dioxide to form bisulphite of soda, a strong acid solution which is then stored for use in the digestors.

The digestors are steel cylinders or boilers about the height of a three-story house, lined inside with brick to protect the steel from the action of the acid and to hold in the heat during the cooking process. There are two of these enormous digestors at The Tribune plant.

A digestor is filled with chips and then as much bisulphite liquid as it will hold is added. The digestor is then sealed, live steam forced in and the mixture cooked under 80 pounds steam pressure for eight hours. At the end of this time all resinous matter from the wood has been dissolved. A valve at the bottom of the digestor is opened and the 80 pound pressure blows the whole mass out into a big vat where it is washed for hours before being sent through the same screening processes as the ground wood pulp.

Chemical pulp is made up of finer, longer fibers and less resinous or ligneous material than mechanical pulp. The difference between them is indicated by the fact that a cord of wood makes 1,300 pounds of chemical, or 2300 pounds of mechanical pulp (dry weight). The sulphite pulp

gives the paper strength and flexibility, but the mechanical pulp is necessary to give it the porous or blotter-like characteristics which enable it to absorb the ink from cylinders on high speed presses. Paper made of nothing but sulphite could not be used for newspapers. Much newsprint contains only 20 to 22 per cent sulphite pulp but in The Tribune plant 25 to 30 per cent is used.

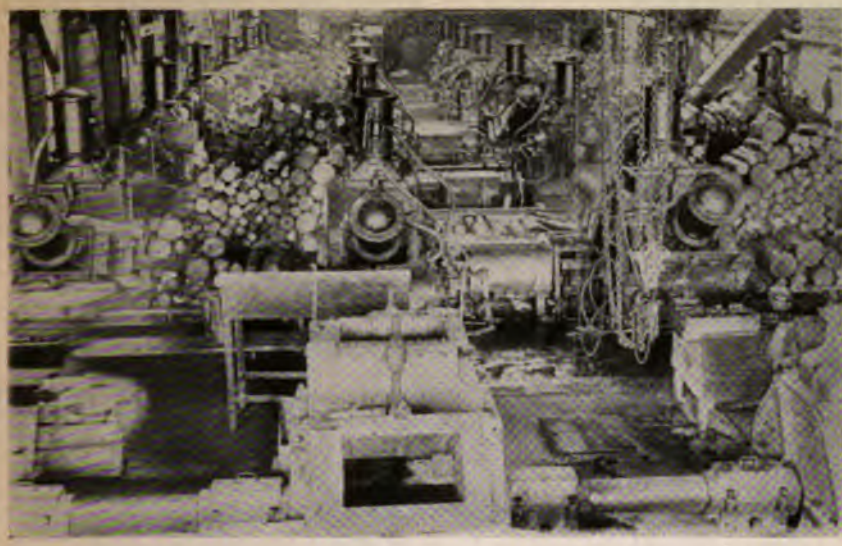
* * *

In the mixing tanks, mechanical pulp, chemical pulp, pulp secured from old copies of The Tribune and waste paper from the presses, white clay which acts as filler and smoother, bluing and alum, are all beaten up together. It is then passed through a Jordaning machine which tears the last possible sliver to pieces and mixes the whole thoroughly.

More water is added and the pulp is pumped into boxes the width of the paper machine. From them it overflows on the Fourdrinier wire screens, on which it is almost instantly converted into paper.

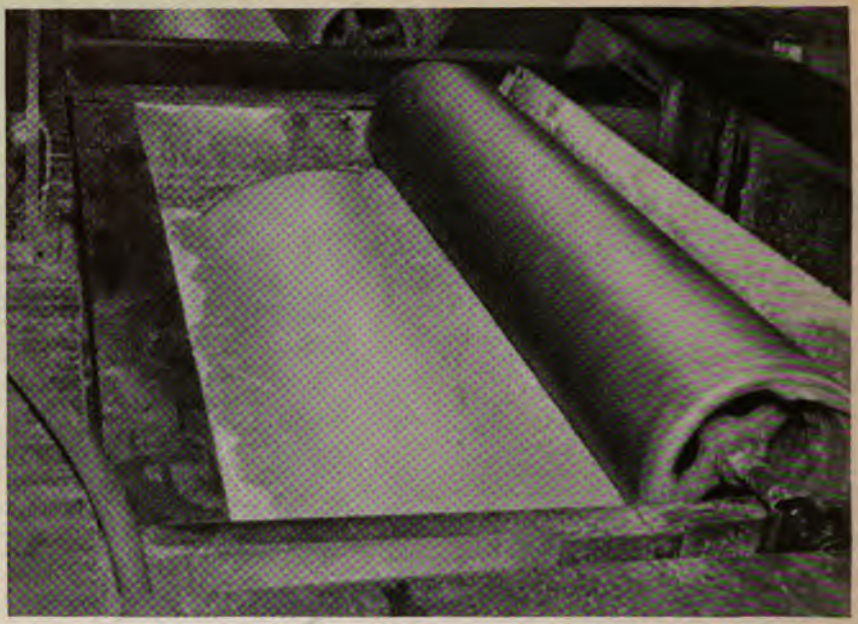
The Fourdrinier screen is about 72 feet long and from 162 to 201 inches wide. It is in the form of an endless belt so the distance traveled by the pulp in passing over it is about 36 feet and takes only a few seconds, since it is moving at the rate of 600 to 1000 feet per minute—being shaken sidewise at the same time. It has a mesh of 65 wires to the inch, and through these meshes the water sinks as the pulp flows out on the screen. The jogging side motion of the screen tends to make the pulp fibres interlace as the water drains away and they settle on the wire.

During the first instant that the pulp is on the screen, water drains through the holes by gravity. The next instant it passes over vacuum boxes which suck the water out more rapidly and mat the fibers more firmly. Within three seconds the milky liquid has been converted into a sheet of paper which passes off the end of the screen between two great rolls that squeeze out still more water. On leaving these rolls it is strong enough to make the jump un-

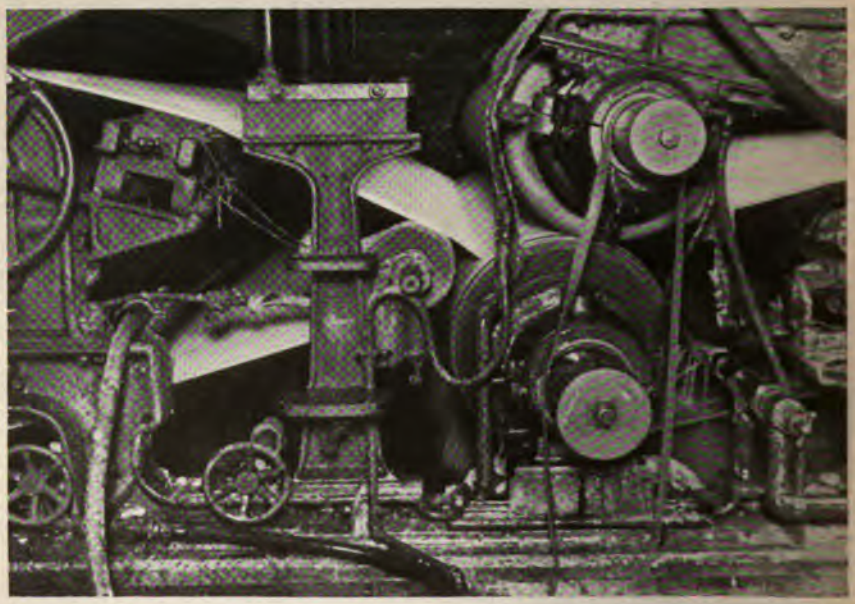


WOOD *grinding machines in Tribune's paper mill. Inside each machine is a giant grindstone whirling at high speed. Logs are forced against each stone from these turrets. Logs are floated to the machines in tanks, which run from the left to the right of the above picture.*

WORKMAN *putting logs into a box-like opening in a turret of a grinding machine. When he closes the door a pneumatic piston will force the logs under tremendous pressure against the stone. Hot, white slush of ground wood is seen flowing out just behind the workman.*



AFTER *splinters have been screened from the wood pulp it is forced between these two rolls. Water carrying away all soluble impurities flows through the lower, which is made of fine copper screen.*



AN *important point in the making of newsprint—the first jump of the new-made sheet from the wire screen, on which it changed from liquid to solid, to the felt blanket which assists in drying it.*

supported to another series of cylinders called press rolls, where it is further squeezed and dried by enormous wool blankets running in endless belts. From the press rolls it passes to a series of 32 drying cylinders filled with live steam and covered with blankets to absorb the moisture. Very delicate adjustment is necessary to keep all parts of the paper machine working at just the proper speed. The machines are each about 200 feet long and the paper must be kept at sufficient tension but not too much tension all the way through. Each section of the machine must run a little faster than the one behind it because as the paper dries it stretches.

The final touch of the machine is given by steel calender rolls which polish the paper immediately before it is wound on long steel spindles. Before being shipped it must be rewound from these on cores, the edges being trimmed at the same time and the roll 162 to 201 inches wide cut into various lengths needed in the press room.

These rolls are wrapped with extra heavy paper made on other machines from the pulp rejected as too coarse for newsprint. They are loaded in box cars, switched into the mill within a few yards of the end of the paper machines.

The product of this mill supplies The Chicago Tribune and The Daily News of New York.

* * *

The transportation of raw materials to The Tribune's mill and of paper from the mill to the newspaper press rooms demands the specialized attention of a traffic department. Upwards of ten thousand car loads of freight are handled into and out of the mill each year. For 2,700 car loads of paper to come out of the mill, 6,000 car loads of wood and 1,500 car loads of coal must go in as well as great quantities of sulphur, limestone, wires, clay, and machinery.

Strikes, blizzards, car shortages create problems for the Traffic Department to master. It also seeks to reduce loss or damage in transit to a minimum. The fifteen hundred

pound rolls of paper are particularly susceptible as they can rather easily be split.

Every roll of paper is inspected as it is unloaded from the freight car. By means of a caliper ruler the depth of the cuts and tears in each roll is ascertained to the thirty-second of an inch. A table has been devised which shows the weight of the damaged paper for each fraction of an inch in depth the roll is cut or damaged. It is, therefore, possible to estimate the amount of damage in pounds at the time the paper is unloaded from the car.

As a result of these investigations many improvements have been adopted in methods of preparing cars for loading and in loading them at the mill. In the past the greatest amount of damage has been found to be caused by water coming through leaky roofs of cars and also by the fact that paper has been loaded into cars which became in bad order in transit, necessitating the transfer of the paper to another car by railroad freight handlers who use no care in handling the heavy delicate rolls of paper. Inspection of cars and careful loading have practically eliminated these losses.

Composing Room

AN average of about 300 columns of type are set in the "Composing Room" of The Chicago Tribune each day. The "Composing Room" of The Tribune utilizes the entire fourth floor of The Plant. Probably no newspaper in the world has better facilities. Ample space, windows on all sides, modern equipment logically arranged, permit the production of a great volume of work of superior quality at high speed. The working force includes 54 hand compositors, 18 ad machine compositors, 36 news machine compositors, 9 machinists, 25 proof readers, and 23 who follow the type from the time it is set until it is placed in the forms and sent to the stereotypers.

The accompanying illustration shows the layout of the Composing Room. Note that the ads move toward the center of the room from the south and west sides while the news comes from the north side. The paper is made up in the center, and then the forms go to the steam tables at the east end. From there the matrices are dropped down a chute to the stereotype casting room on the first floor.

The linotype machines are busy about sixteen hours a day with various kinds of copy. The day shift of printers set classified and display advertisements and articles for the inside sections of the Sunday newspapers. In the afternoon the market tables and stories and the editorials begin to come to the machines, and in the evening and most of the night they are busy with news stories for the current issue, sandwiching in advertising and Sunday copy and news matter for later issues during the slack periods in the flow of news. A type-setting machine can produce, roughly, about ten columns of type in a work day.

It may be of interest to follow through the operations of a typical day in The Tribune's Composing Room.

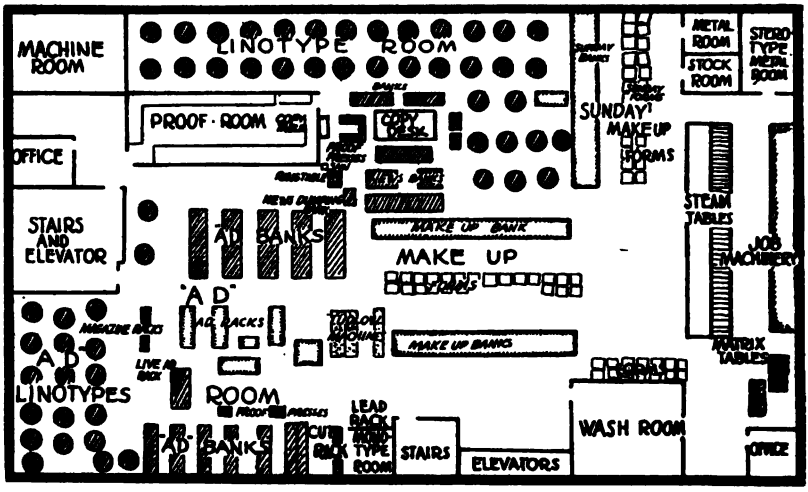
Thousands of Cuts On File

Each morning the auditing department sends to the composing room a copy of The Tribune, upon which has been noted the disposition to be made of each advertisement appearing that day. With these sheets before them, two men go over the forms and remove those that are "dead," throwing the metal into a wheeled bin to be melted down for further use. About 99% of the type used in The Tribune is new type.

Ads that are to appear on a later day are placed in galleys duly tagged. Those that are "alive" remain in the forms, the basis of the make up for the day. This operation for the classified section of 40 to 200 columns is a matter of some time and requires great care.

Not all of the metal used in display ads goes back at once to the melting pot. Many cuts and name plates are preserved for future use. The accumulation numbering many thousand is kept in a steel cut cabinet of more than 500 pigeon holes, each allotted to an advertiser and labeled with his name. With the help of a catalogue these cuts may be found when needed, saving the cost of re-making.

One might think that there would be no such pressure on the advertising compositors as on those in the "news room,"



Layout *of Fourth Floor of Tribune Plant.*

EDITORS *and compositors "making-up" The Tribune.*

A TRIBUNE *veteran at his linotype.*

THE *first step in making an engraving is shown above—photographing the original. Below, the etcher has just taken the zinc plate out of the acid bath after a "bite."*

but there is not much to choose. Ads come in at the "deadline" just as the news does. Double-page department store ads are returned at the last moment so cut to pieces as to necessitate almost entire re-setting. And the "ad room" must work with a great variety of types and sizes and "layouts" as compared with the straight-away composition of the news. Pressure in the "ad room" reaches its climax on Thursday and Friday nights when the first sections of the Sunday paper go to press in addition to the Daily issues.

* * *

Display advertisements are all those not set in uniform type, according to rule. Their setting calls for the exercise of skill and judgment. Copy comes in various conditions. For the most part the advertiser outlines in detail what is desired. Sometimes only the text is submitted. Unless special directions are given, each compositor designs the ad he sets.

Some ads come in as mats, prepared by the advertiser. These are of any size up to full page, and, after being scheduled by the ad foreman, go direct to the foundry for casting. The cast goes into the form and from it the page mat is then made. It is difficult to retain the clearness of the original through this process. Other ads come in as electro plates and these go first to the etching room, or the stereotype room, to be mounted on metal.

The ad being set, a proof is taken. This goes to the proof readers and comes back with corrections noted. Often many proofs are taken before the ad is finally approved. When finally approved the name, form and size in agate lines of each advertisement are entered upon the Display Ad Schedule. The ad in type then goes to the make up, where it lies ready to be placed in the form at the proper time.

This process continues until the dead line, when the last ad is sent away, and the schedule shows a complete list by name, of the display ads for the day, together with the length and breadth of each and its total agate lines; and at

the bottom a total of display advertising for the day in columns, carried out to two decimals.

The Tribune carries an average of 84 columns of classified advertising daily. Of these an average of 48 columns are "standing," that is, they run for a greater or less number of consecutive insertions and so are not set daily. An average of 36 columns are new and must be set each day. When the copy comes up from the business office, an increasing volume as the six-o'clock dead line approaches, it has been censored and approved, as all advertising must be. It is also classified. Unless some manifest error in classification appear, it stands. The small ads are set by operators on the linotype machines. Each operator carries his completed "take" to the "bank" and places it, without regard to classification, in one of the galleys set apart for that purpose. Proofs are then taken and when corrected, the type in galleys, goes to the tables near the make-up line. Here they are assorted according to the classification. The make-up tables are arranged in long lines just as when the news pages are made up later in the evening.

From long experience, a fairly accurate estimate can be made of how much space will be required for classified ads each day. As the ads in type are classified, they are made up in pages, as we see them daily in The Tribune, having special regard to their arrangement according to size and classification. The dead line for classified advertising is six o'clock. By eight the last form is locked and turned over to the stereotypers. For at that time begins the news make-up for the first edition. It then follows the same course as the news forms, going first to the mat makers and then to the foundry. Having closed the forms, the accurate amount of the classified advertising is entered upon the schedule.

* * *

Display and classified schedules go to the foreman of the Composing Room, who then proceeds to make up the paper from an advertising standpoint. He makes a dummy for

each page of the next day's Tribune, showing the precise location, size and shape of every display advertisement on the schedule. At 7:30 these dummies go to the night editor, and with them as a basis he makes up the news.

The daily problem of determining the position which each advertisement shall have in the paper is delicate and important. As far as possible the requests of the advertisers are complied with, but The Tribune will not guarantee that any particular ad will appear on any particular page. Some of the pages most desired by advertisers have but a small amount of space available for advertising—financial page containing New York Stock Exchange quotations, women's pages, sporting pages, page three, for instance. Only a fraction of the advertising requested for these pages can possible be placed on them.

Furthermore, there are certain rules rigidly adhered to in the placing of advertisements on a page. The advertising is always built up from the lower right hand corner in a symmetrical block. Deeper ads are always placed above the more shallow ones of the same width. This make-up, known as the "pyramid" style, originated in The Tribune's composing room, and is recognized as permitting most orderly display of news with best presentation of advertising.

Beginning somewhat after 5 o'clock, news matter comes up to the composing room in various conditions and in varying volume. It has, however, one invariable quality. It is typewritten. No other is tolerated. In the argot of the local room each news item, whether an inch or a column, from editorial to market reports, is a "story." When a batch of copy comes up on the waiter, it is carried by the copy boy to the copy box on the copy cutter's desk. Here it is prepared for the compositor.

If an item of news is short, the copy cutter marks upon it its classification, as "F" for Financial or "Wash" for Washington and the number of its galley on the bank and hangs it on the copy hook. If it is long, he first cuts off the head and then cuts the body of it into sections of convenient

lengths, called "takes." These are each marked by name and galley numbers. The sections are also given serial numbers for convenience in reassembling the copy and the type after it has been set. As he marks each story he also marks its number on a schedule upon which are printed the names of the classes of news, with one or more lines of space for each, so that if the last number in City is 103, he and all who handle either it or the type know that the next take in City news must be numbered 104. Frequently a story comes from the local room in sections, at long intervals. There is an agreed mark by which the copy reader indicates the end of a story. Until that mark appears at the bottom of a take, the composing room knows that more of that story is to follow. When the compositor finds that mark he sets a dash, which gives like notice to all who follow him in handling the type.

A compositor does not pick his take. He takes the top ones on the hook. Having set a take, he brings the type to the bank and places it in its proper galley and in its proper order as indicated by its serial number, and identifies it by its number on a slip of paper attached to the type. Sixteen of a story called "Hewitt" may come to the bank before 15, but until they are all there in order with the dash at the end, the bank man does not move it.

At the top of each galley is placed a stereotyped cast line of type called a "slug," showing the classification of news and the galley number, thus:

22 WASH 22

Each compositor has also his own numbered stereotyped slug which is always the same, thus:

29 Twenty-Nine 29

He places one of these slugs in his stick at the head of each of his takes.

He also sets by linotype, at the top of each take, a "guide line," bearing the name of the story and the number of the take, thus:

MOSS ENRIGHT—9, 8 and 2

These three slugs all show in the proof, the first to aid in bringing back to the story its proper head, the second for the purpose of computing the number of ems set by each compositor and the third to identify the story to the make-up man. They are all removed before the type takes its place in the form. Occasionally one escapes, as when an editor finds "Add Holy Junk" in the midst of his church news, and then takes to the woods.

With his take in type the compositor brings the corresponding copy, which he hangs upon a hook at the end of the bank. When a galley is full or a story complete, the bank man carries the galley and its copy to the proof press. Here the rollers are running rapidly over the stone. The boy deftly puts the galley in place and with great skill takes off ten proofs, which he hangs upon convenient hooks. Four of these are for the editors in the local room, four are for certain New York correspondents and news syndicates, one goes to the "dupe hook" for use in making up the pay sheets, and one, with its copy, to the proof readers.

The head proof reader folds each proof in its own copy and lays it in a stack at his left. Here the proof readers come to get it, always taking that which lies on top. There is no picking and choosing.

Reading proof is an exacting occupation. The reader must not only see to it that the proof "follows copy," but he must correct any transgression of the Rules of Composition, or any other manifest errors even though they agree with copy.

"Rules of Composition" is a closely printed sheet the size of a Tribune page which prescribes with an infinitude of detail the "style" to be used in setting Tribune news. Spelling, punctuation, abbreviations, the uses of italics and capitals, the fine points to be observed in the setting of

stock quotations and death notices, all are considered and most positive decisions laid down.

The proof, corrected, goes to the "correction bank," the high table in the right background at which two men are standing, where it is laid upon its own galley of type. The man who set it corrects it. For this time he is not paid—a penalty for inaccuracy. As many proofs as are necessary are made until the galley is found correct.

Linotype operators are paid for the amount of type they set, calculated by the 1,000 ems. An em is a square whose sides equal the height of a given type. The Tribune, except the first page, is set in minion without leads, and 1,000 ems of this is about five inches long.

The linotype operator writes on a keyboard similar to a typewriter. At each stroke a brass matrix of a letter, figure or punctuation mark drops into a groove. When there are enough in place to fill a line, molten metal is pumped against the matrices and the line-o-type results. As the operator is writing the next line the matrices of the line before are being automatically redistributed. A notable feature of the linotype machines in The Tribune Composing Room is that the metal in each is heated by electricity instead of by gas, which is commonly used.

Type too large to be set on the linotype is usually set on the Ludlow Typograph. Large brass matrices are set by hand, and from them the headline is cast in one line, and the matrices re-distributed. This involves little saving in time, if any, but a great saving in space and cleaner typography. An ordinary matrix cabinet two feet square will contain twenty fonts of matrices.

Small type, rules, leads, etc. to be used in hand composition are set on Monotype machines and after being used are melted down, never redistributed.

Etching Room

BEFORE photographs or drawings can be printed in a newspaper, they must be reproduced in metal—variously known as etchings, engravings, half-tones, zincs, cuts, or plates. These terms are practically interchangeable except that "half-tones" are of photographs or wash drawings, and not of line drawings.

Many newspapers have this work done for them by outside concerns, but The Tribune has long maintained its own Etching Room on an elaborate scale. The Tribune not only does all its own work, but, because of its splendid facilities, and the speed which it achieves, it does a large volume of work for other publications, advertisers, agencies, etc. This work, charged for at usual commercial rates, produces a considerable revenue.

The Tribune's Etching Room occupies the east end of the fifth floor of The Plant, adjoining the Local Room and the Art Department. Two shifts of men are employed, the day shift occupied mainly with work for the advertising department, and the night shift, kept busy by the news and feature departments. Big, airy, well-lighted rooms are filled with thoroughly modern equipment. A never-ending struggle is always in progress to make cuts which will print better on The Tribune's high speed presses.

In photographs the gradations of color between the high lights and the shadows are termed half-tones and the plate of that name is so called because it reproduces those intermediate shades. A picture is composed wholly of light and shade, from complete black to white, and the intermediates.

In making a half-tone, the first step is to reproduce the picture by photography. The negative is taken in the usual way, but with three special features. The camera is a huge

one. The light is artificial. Two long glass tubes contain quicksilver. An electric current of such strength passes through them that the quicksilver is vaporized, producing an extremely strong light suitable for photography. These tubes are placed in reflectors, one of which from either side is turned upon the object to be photographed.

But more important than all is the screen which is placed in the camera in front of the sensitive plate upon which the negative is taken. Without these screens the reproduction could not be effected. A screen is a glass plate across which parallel furrows are cut. These furrows are filled with an opaque pigment. The lines do not run parallel with the sides of the plate but diagonally at an angle of 45 degrees. Two of these plates, with their lines inside and at right angles to each other, are sealed together with transparent Canada balsam. The lines thus form a right-angled cross hatching and look like a wire fly screen. The lines and the spaces between are of the same width, so that each occupies half the surface of the plate. These screens are made with from 50 to 400 lines to the inch. The screen most used by newspapers has 65 lines, and the marks of the lines are plainly visible in the print. In the finest book work, with a screen of 400 lines, the marks can hardly be discerned under a strong magnifier. Screens are expensive and must be handled and cared for with utmost attention. They must be kept clean and dry and protected against temperature and strain. Their manufacture is a matter of high nicety.

The picture to be photographed is tacked upon a board and placed in an upright position opposite the lens of the camera in focus, and the mercury light on either side turned upon it. In this manner a negative is made on glass, through the screen.

The negative is now developed in the dark room. A negative is a picture, an image, *in reverse* of the object photographed, that is, it shows the white of the object as black, the black as white, and the intermediate shades, half-tones,

according to their degree of light or shadow. This happens because light turns the silver solution with which the plate is covered dark, the stronger the light the darker the silver becomes. So, while the many rays from the light part of the object are rapidly darkening the corresponding part of the plate, the few rays from the dark part are affecting it but little or not at all.

The negative is first flowed (flooded) with a solution of sulphate of iron and acetic acid which brings out the image and then with a weak solution of cyanide of potassium, which "fixes" it. Next comes a flow of sulphate of copper and bromide of potassium which intensifies the image. After being washed in water, it is flowed with nitrate of silver. This blackens the shades. Then come successive treatments with iodine and cyanide of potassium to sharpen the contrasts. The plate is then covered with a solution of sodium sulphide which stains the shades still darker and dries into a film which gives protection to the negative.

After being thoroughly dried in a hot box the negative is covered with a transparent rubber cement to strengthen the film and again dried and covered with plain (liquid) collodion to facilitate its transfer to another plate. Again it is dried and cut round with a tool, so as to mark out only the essential part of the negative, and placed in a bath of acetic acid, which frees the film from the glass plate without injuring any part of it. It is then placed in a water bath until wanted for the next process.

The film is now an elastic sheet free from the glass plate. With utmost care, so as prevent distortion, it is lifted and transferred to a clean glass plate. If made by an ordinary camera, it is turned over. If it is from the prism camera, it is not turned. The object of this transfer is twofold. It discards unnecessary parts of the negative, and retains only that part marked out on the original for printing in the paper. By this means even a single figure may be selected from a group. It also enables a number of

smaller negatives to be collected on a single plate, for the sake of economy in the coming processes.

When again dried it is ready for the printing—in the photographic, not the newspaper, sense. A thin and highly polished plate of pure zinc is cleaned with a lye solution and further polished with powdered pumice stone and charcoal. It is then sensitized with a solution of albumen and bichromate of ammonia in water. The plate is next clamped in a frame and whirled rapidly over a gas heater and dried as it throws off the excess solution. This little machine is a Tribune invention. The operation was formerly performed by hand. The sensitized plate is now ready to record a photographic image. It is placed in a printing frame with the glass photographic negative pressed closely to it, and subjected to strong light of a flaming arc for from one to four minutes. This reproduces the photograph on the zinc plate by hardening the albumen in the exposed parts, and it again becomes a negative, upon the zinc plate.

The zinc plate is covered thoroughly and evenly with a special preparation of etcher's ink put on with a roller. This ink adheres closely to the parts of the negatives covered by the print, and, when washed in water, is removed from the white portion. This leaves on the zinc plate a negative of the original picture with ink covering all the dots.

The image shown upon a zinc plate, when it goes to the etchers, consists of just these black dots and the intervening white spaces. It is obvious that if the metal of the white spaces can be removed and that of the dots preserved, there will be a plate from which a picture of the object originally photographed can be printed.

The etchers accomplish this. The dots on the zinc plate, as has been stated, are covered with etcher's ink, the remainder of the plate is bare. The plate is first thoroughly dried. It is then dusted with dragon's blood, a reddish powder made from the bark and gum of an East Indian tree, and is brushed over gently so as to remove the

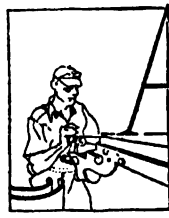
dust from bare places and allow it to stick to the ink spots.

The plate is then heated over a gas burner until the dust forms a granulated glaze protecting the spots. This is to protect the spots from the action of acid. The back of the plate is coated with asphaltum to give it like protection. The plate is now placed in a nitric acid bath. White porcelain pans contain the acid. They are rocked gently to and fro so that the acid washes over the plate and eats out the exposed portions, leaving the dots. This is the first "bite." When the plate is taken out the dots are quite perceptible to the eye and the touch as small cones.

In eating away the metal between the dots the acid has exposed bare metal on the sides of the cone. They are quite like the shank of a collar button. If there are to be further acid baths, these bare sides of the cones, the tops of which are the spots, must be protected lest the acid eat away these supports. The plate is therefore again dusted four times with dragon's blood and brushed each time from a different angle so as to cover the supports of the dots with the dust. The plate is again heated so as to melt the dust and form a protective coating and the plate goes into the pan for a second bite. This process continues until the plate has been given four bites, and the metal between the dots has been eaten away to a sufficient depth to enable a press print to be taken of the dots only. These compose the half-tone picture as it appears in The Tribune.

The plate is now cleaned with lye and flowed with a copper solution to darken the surfaces. It then goes to the "routers" so called because they use a "router bit" which cuts the metal. They remove all excess metal from the plate, which is then mounted on a metal base to type height, and trimmed and sent to take its place in the make-up.

Stereotyping



AFTER the page of type and cuts is complete and correct it must be reproduced in such a way that it can be used on several different presses at the same time and in cylindrical instead of flat form. A modern newspaper is not printed from type. It is the task of the stereotypers to make many semi-cylinders of metal reproducing the flat form of type—and to make them swiftly. This involves two steps:

First, a matrix, or mat, is made by forcing a sort of moist blotting paper into every crevice of the type page under great pressure, and then baking it.

Second, this paper fac-simile is bent into the form of a semi-cylinder and used as a mold for a metallic stereotype, also known as a cast.

All care in setting type and making etchings and running presses will amount to nothing if a matrix or cast is poorly made.

Each mat is carefully built up of several layers of paper pasted together.

Not so long ago mat making was a jealously guarded shop secret, for on it depends success. Now, the only secret is the composition of the paste. The mats are the size of a Tribune page, including the margin. They consist of seven sheets of pink and white paper of varying weights pasted together and kept moist until used. First a roll of 60 pound white paper (of somewhat closer texture than blotting paper) and a roll of 40 pound pink paper, are run through a machine which pastes them together. The resulting roll is run through again with a roll of 20 pound pink. The operation is repeated with successive sheets until seven rolls have been absorbed into one. This is put in a humidor where it may be kept for a week; sheets

the size of a Tribune page being torn off as needed and chilled in an ice box before being used. The Tribune requires more than a thousand mats a week.

As each page of The Tribune is made up and the form locked, the page number is marked in chalk on the chase. Upon the stone the foreman has a block of paper called a time schedule ruled into squares equal in number to the pages of the edition. As a page form is wheeled out of the make-up line (they do not come in numerical order) its number is marked in the proper square showing that it has been received. It is trundled over and slid upon the steam table. It is then covered with a wet mat, with the tissue paper side next the type, and passed twice under the matrix roller at a pressure of 16,000 pounds. The mat has now become truly a matrix. It reproduces the page of type and all of the drawings, even down to the finest lines, but it is soft, wet. Upon it is now laid a coarse woolen blanket folded to six thicknesses and it is ready for the steam press. These presses, each the size of a Tribune page, are heated and are operated by steam at 100 pounds pressure so as, with the aid of powerful leverage to give a surface pressure on the mat of 60,000 pounds. As the form goes under the press the time, to the minute, is noted on the table in chalk. After the lapse of six minutes the mat comes out a hard, dry, crisp paper board, a page of The Tribune.

The edges are sheared off and the mat is then "backed up." Strips of felt called "packing" are glued on the back of the mat at all points where large white areas are to appear in the paper, and which otherwise might collapse under the pressure involved in casting. Expert workmen take only about one minute per mat for completing this process. The completed mat is then dropped down a chute to the foundry, four floors below, ten minutes after the form of type was received.

In the foundry the mat is fitted into its place in one of the four big Autoplate machines. It is so bent that the resulting cast will fit precisely into its place on the

cylinder of a press. In the machine is a tank containing 16,000 pounds of molten metal, which is kept at a temperature of 650 degrees—78% lead, 15% antimony, 7% tin. A force pump drives the liquid metal into a narrow space opposite the mat. Cold water circulates around the casting box and solidifies the metal. In twenty seconds the cast is mechanically ejected from the machine and fresh metal is being pumped against the mat to make a new one.

Although the mat is of paper it will answer for many casts. On an average 14 casts are made from each mat for the daily and 30 for the Sunday paper. So many plates are required because many presses are printing a given page at one time, and there must be two casts for each page for each press.

The cast now moves over a machine which trims off the excess metal at the ends, planes it on the inside to "type height," bevels it to fit the clamps which will hold it on the press, and planes the rough edges.

The plate, weighing 52 pounds, is placed on a roller conveyor which automatically carries it to the press where it is to be used, its page number marked on both its back and its face. A cast can be delivered in two minutes after a mat is received in the foundry.

The Midnight Fires of the Stereotypers

Electrotyping

AN electrotyping shop is maintained to make the 48 color plates used each week in printing the Sunday comic section.

The artists' drawings go to the etching room, where a separate zinc cut is made of each color to be reproduced. A "Ben Day" man goes over each negative, comparing it with the original drawing, and eliminating everything except one color.

From the finished cut the electrotyping shop makes an impression in a wax mould. The wax bearing the imprint of the cut is dusted with plumbago or black lead, which is to act as a conductor of electricity.

The mould is then attached to the negative pole of a battery in a tank containing acid sulphate of copper. Facing it in the tank is a plate of copper attached to the positive pole of a battery. An electric current decomposes the copper plate and causes free copper to be deposited in an even sheet on the wax mould. Action is quickened by blowing air up through the solution.

When thick enough, the mould is removed and the wax separated from the copper shell by pouring hot water on it. The copper shell is wet with a soldering solution where the wax had been, a sheet of tin foil is laid on and fused and then molten metal is poured in, giving the copper shell a firm, solid backing.

This plate is sawed, trimmed and curved to the arc of the printing cylinder. It is put in a nickel bath for a thin surfacing with nickel. Dead surfaces are routed out and it is then ready for the presses.

Press Room

THE press room of The Chicago Tribune not only is a marvel to the thousands of visitors who want to know the mysteries of newspaper production and who are taken through The Tribune Plant to see the world's greatest newspaper in the process of making, but it is a model for the newspapers of the world and is built with possibilities for expansion to take care of a circulation of more than 2,000,000 Tribunes every day.

The printing plant is built from the standpoint of factory production. The ideal factory receives its raw material at as few entrances as possible, delivers it to the various departments, and finally the assembling room (in this case the mailing room) without any of the finished material having interfered with the progress of manufacturing. This has been done as far as possible in a newspaper way by The Tribune.

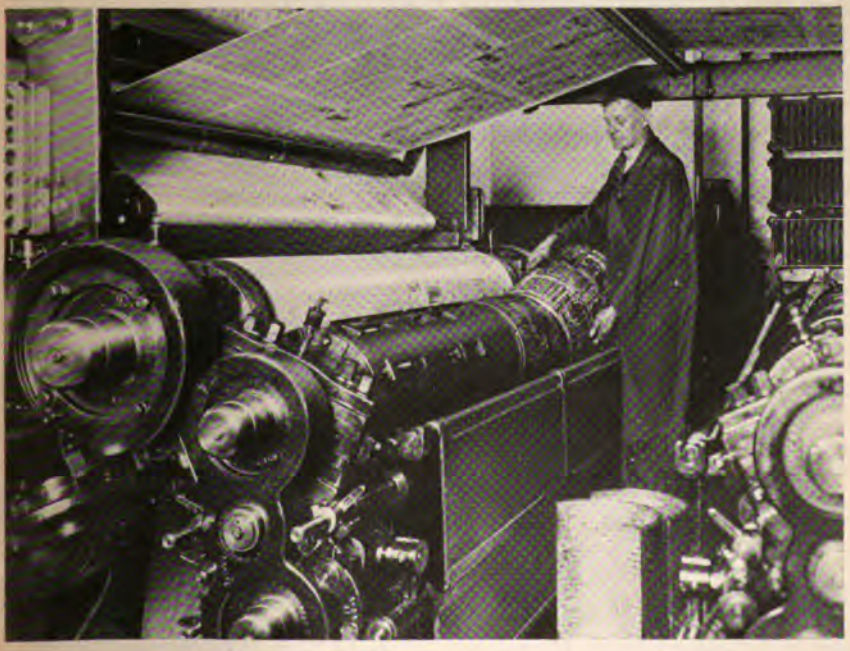
Twenty-five units of the Goss unit type of high speed press are in use in the press room, which occupies the ground floor of the new Plant. Within a comparatively short time, thirty units will be in operation. It will be possible to run these thirty units as quadruples, sextuples, octuples, quintuples or as double-sextuples. Foundations are laid for another row, similar to the present, which will bring the number of units up to sixty.

The machinery which prints The Tribune may be considered in four divisions: the reels, the printing units, the folders, and the conveyors.

* * *

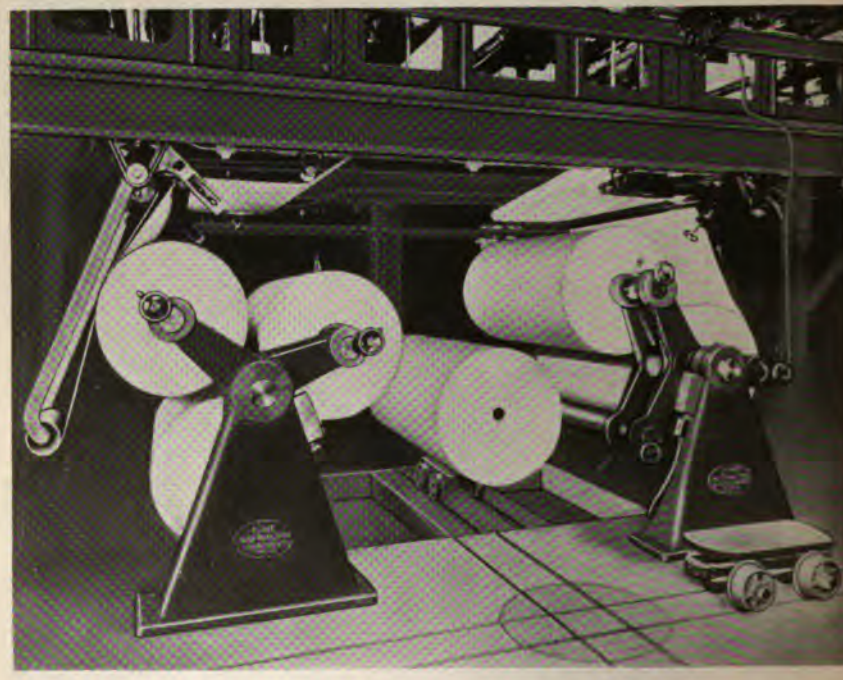
Rolls of newsprint are placed on the reels located in The Tribune basement immediately below the presses. The paper feeds from these reels to the presses on the floor above where it passes between the printing cylinders. The folders then do their part by cutting and folding the finished product and delivering it to the conveyors. These,

Row *of steam tables for making matrices. Stereotyper is examining mat of type page which his companion is removing.*



Placing *stereotype plates on the printing cylinders of a Tribune press.*

WEST *end of Tribune's 230-foot row of presses.*



FROM *these reels newsprint feeds from the basement of The Tribune Plant up into the presses. As a roll is exhausted another takes its place without stopping the presses.*

without the intervention of the human hand, carry the papers up through the ceiling of the press room and deliver them on tables in lots of fifty for distribution by the circulation department.

The reels from which newsprint feeds to The Tribune presses are an extraordinarily important and novel feature of the whole process. The ordinary newspaper press must be stopped whenever a roll of paper is exhausted and remain idle until a new roll is in place. Furthermore, the new roll must often be lifted by pulleys high in the air to its place in the press.

By means of these Tribune reels each new roll takes the place of the exhausted one without stopping the press and the rolls feed from the basement where they are stored—not from the top or the side of the press. This means an increase in press production of approximately fifteen per cent.

There are twenty-five reels; one directly underneath each printing unit. Each reel holds three rolls of newsprint when the press starts operating in the evening. Only one of these reels is feeding up into the press at any one time.

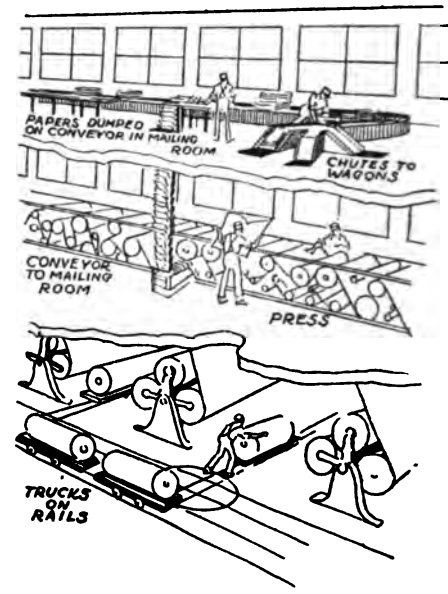
When this roll is almost exhausted the press is slowed down and the reel is very gradually revolved under electrical control to bring the side of the upper roll in contact with the sheet of paper feeding up from the almost exhausted lower reel. The paper of the new upper roll has been smeared with an extremely sticky glue which catches the sheet moving up into the press. Momentarily the paper runs double and a few papers are spoiled, but these are thrown out by a "fly boy" who stands at the folder, so that none of them reaches Tribune readers. As the new roll takes hold the old sheet of paper is cut and the reel revolved still further. This enables the old core to be taken out and a new roll to be put in its place.

Placing the roll in the reel is done with a minimum of labor, as no long steel spindle need be put through the core. Small trucks running on rails bring the 1,500 pound rolls

from their storage into position at the reel. Adjustable roller-bearing spindles, constituting a part of the reel, are inserted in each end of the core and then pressure on an electric button is all that is needed to bring it into position to feed the press.

* * *

A printing unit is composed of two plate and two blanket cylinders, and an inking arrangement for each plate cylinder. Each inking arrangement consists of one ink fountain, one small and one large ink cylinder, one fountain roller, four ink distributing rollers, and two form rollers. With the aid of an ingenious device, all the inking rollers are set-off at once by the movement of a single lever. This prevents the composition of which the rollers are made from becoming flat at the point of contact with the ink cylinder while the press is idle. At the side of each ink fountain is a set of keys similar to the tuning keys on a piano. By turning these keys the pressman is enabled to adjust the flow of ink to the ink cylinders and rollers. The entire unit is driven by a vertical shaft connecting to the main drive shaft.



One of the principal features of The Tribune presses is their flexibility. Each press will print any size paper from eight to forty pages, and they can be tied up in such a way that no unit need be idle. The arrangement of the presses may be so adapted that no matter what the size of the paper, all the units are kept going.

For the twenty-five units, there are twelve folders or

deliveries. That means that in twelve different places complete newspapers can come forth and flow up to the mailing room in the spring wire conveyors that carry the papers automatically from the presses.

Regardless of the number of pages to be printed each press is driven at the rate of 300 revolutions per minute at the cylinders. This is equal to 600 Tribunes per minute. Each press has two full sets of stereotyped plates which print two complete Tribunes at every revolution of the cylinders.

When the paper breaks, the loss is not serious if the paper does not wrap itself around the cylinder. Paper break detectors stop the presses automatically when the paper tears. Even a simple break means a loss of a couple of minutes on the run for the press. One characteristic week showed the number of breaks ranging from 25 to 57 in the course of a night.

In 1921 the presses turned 64,524 tons of newsprint into Tribunes. In addition to this, 3,111 tons of half-tone paper for the color section and 2,814 tons of roto paper for the rotogravure section were consumed. In the future, with the adoption of the four-color rotogravure for the color section, considerably more roto paper will be used.

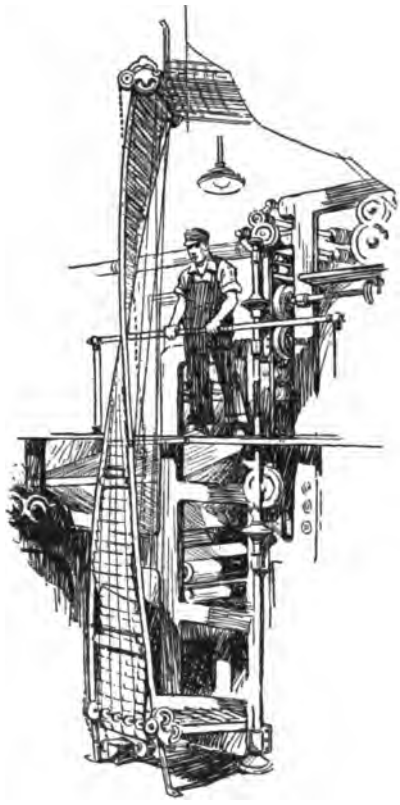
* * *

Each double folder has two folding and cutting cylinders and two deliveries. Above each set of folding and cutting cylinders is a former over which the web is led and delivered to the folding cylinder. This operation gives the paper the fold at the center of the sheet from top to bottom. It is then delivered to the folding and cutting cylinders where the sheet is cut and the fold is made from side to side. This operation completes the paper and it is dropped from the folder into the delivery. Above each set of double folders there are two formers called "aerial formers." These formers deliver three or four sections, stuffed one inside the other; whereas the two lower formers can deliver the paper in only two sections as in the regular daily edi-

tion. At each delivery there is a device by which every fiftieth paper is offset from the other papers in order to enable the papers to be taken from the delivery in bundles of fifty each. Each folding cylinder is equipped with a counter which counts every paper printed. Another counter is installed on the fifty kick-out device and counts every fifty papers printed.

* * *

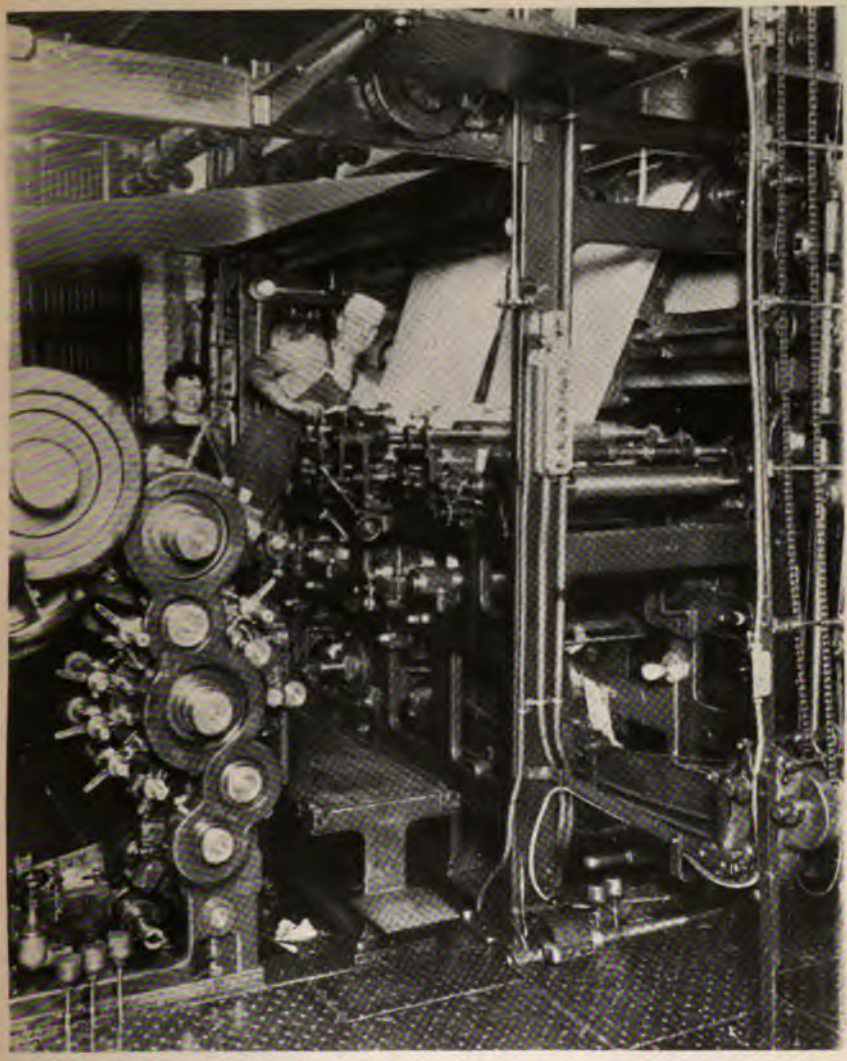
There is no more interesting spectacle in The Tribune Plant than the row of conveyors which carry the papers in a serpentine stream from the floor of the press room up through the ceiling into the mailing room.



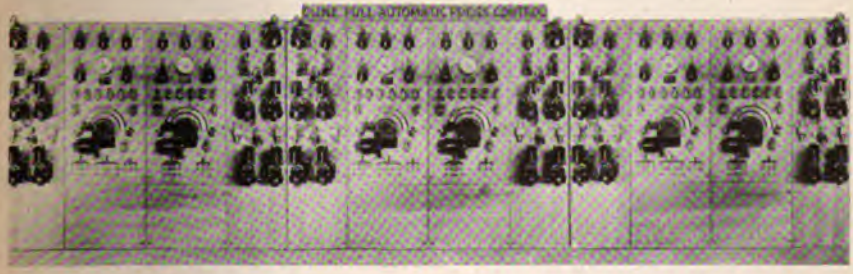
Each conveyor consists of spiral-wound, wire spring cables facing each other and running over pulleys. The pressure of these cables against each other holds the papers firmly between them and carries them swiftly upward.

The Tribune has a greater press capacity than that provided by The Plant, as several of the old presses in the basement of The Tribune building are still in operation. They are used only in printing parts of the Sunday paper, but in case of necessity could be operated for the daily. Another black press at the Ontario street plant which is idle at present also can be used.

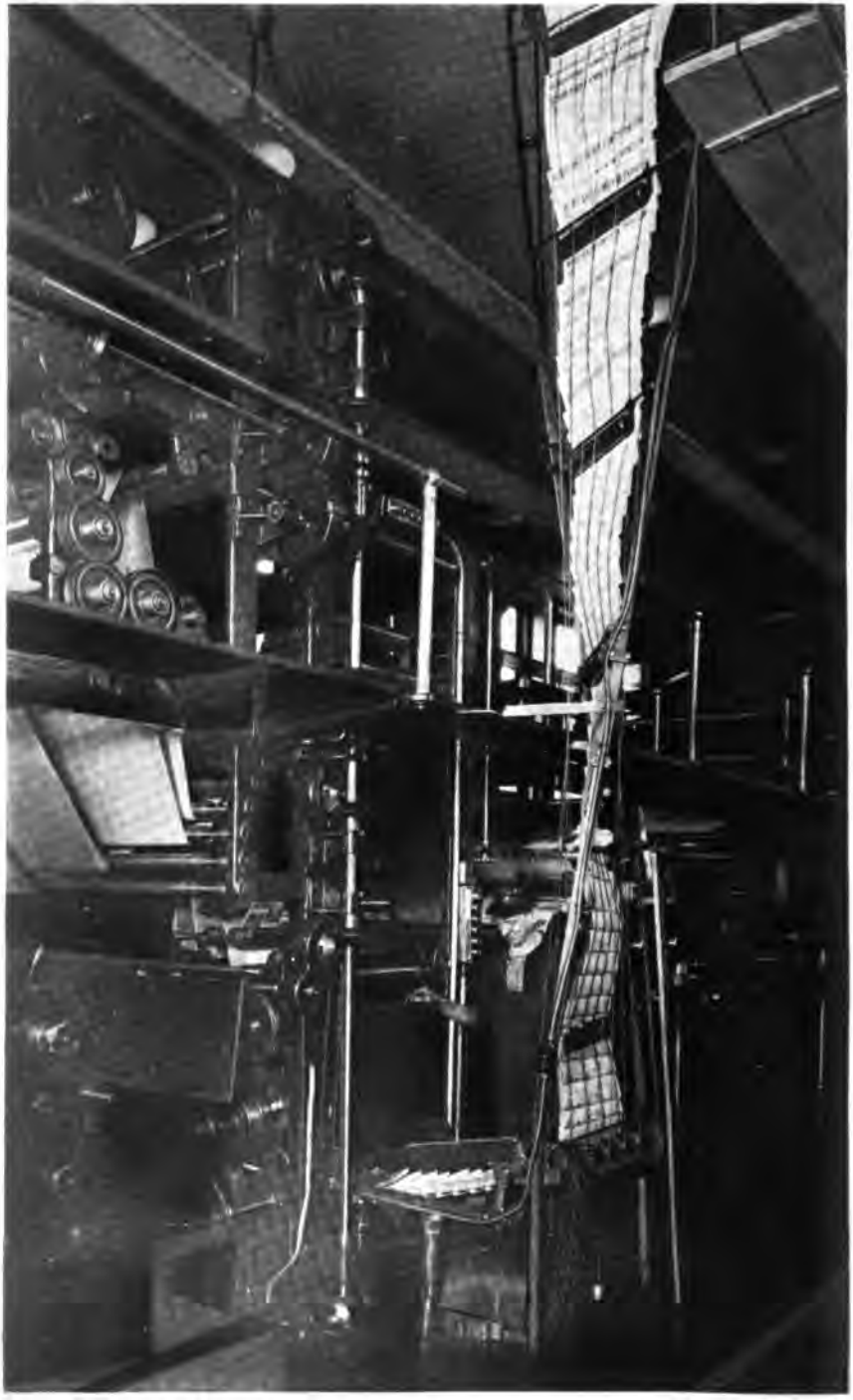
Production figures for the last six months of 1921 showed that the average run on all sizes of papers was 20,000 per hour for each press. That means 330 Tribunes a minute,



IN THE *center is shown that part of the press which cuts and folds Tribunes—printing unit at left—conveyor at right.*



THIS *is part of the big switchboard in The Tribune's press room. It is the nerve center of a system of amazing automatic control.*



THIS *pictures the peculiar conveyor which takes the folded Tribunes from the foot of the presses up through the ceiling to the mailing room on the floor above. From there they are swiftly distributed throughout Chicago and to more than seven thousand other towns and cities.*

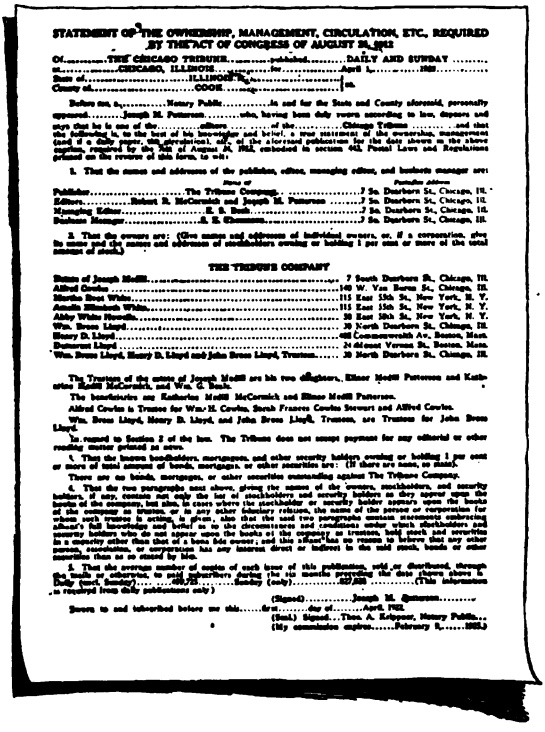
or more than five a second, at each point of delivery on the big row of presses.

The maximum capacity of the presses at The Plant for a 32-page Tribune is 870,000. But to get this number of papers in a night, conditions would have to be perfect.

The Sunday paper is limited only by the number of news and classified sections that may be printed on Saturday night, as the other parts are run off largely during the day. It is estimated that 630,000 city editions might be printed. At present the city and suburban circulation is a little less than 500,000.

For a forty-page paper, the capacity for the presses at The Plant is 725,000, and the possible gain for the home and final editions with present deadlines is only 20,000 and 22,000, respectively. The maximum capacity on all presses for a 40-page paper is 1,130,000.

The presses at The Plant alone are capable of a maximum run of 1,215,000 for a 24-page paper.



STATEMENT OF THE OWNERSHIP, MANAGEMENT, CIRCULATION, ETC., REQUIRED BY THE ACT OF CONGRESS OF AUGUST 24, 1912

Of THE CHICAGO TRIBUNE, published DAILY AND SUNDAY, at CHICAGO, ILLINOIS, for April 1, 1922.

State of ILLINOIS, } ss.
County of COOK, }

Before me, a Notary Public in and for the State and County aforesaid, personally appeared Joseph M. Patterson, who, having been duly sworn according to law, deposes and says that he is one of the editors of the Chicago Tribune, and that the following is, to the best of his knowledge and belief, a true statement of the ownership, management (and if a daily paper, circulation), etc., of the aforesaid publication for the date shown in the above caption, required by the Act of August 24, 1912, embodied in section 443, Postal Laws and Regulations printed on the reverse of this form, to wit:

1. That the names and addresses of the publisher, editor, managing editor, and business manager are:

Name of	Postoffice address
Publisher: The Tribune Company	7 So. Dearborn St., Chicago, Ill.
Editors: Robert R. McCormick and Joseph M. Patterson	7 So. Dearborn St., Chicago, Ill.
Managing Editor: R. R. Reeb	7 So. Dearborn St., Chicago, Ill.
Business Manager: A. R. Cunningham	7 So. Dearborn St., Chicago, Ill.

2. That the owners are: (Give names and addresses of individual owners, or, if a corporation, give its name and the names and addresses of stockholders owning or holding 1 per cent or more of the total amount of stock.)

THE TRIBUNE COMPANY

Estate of Joseph Medill	7 South Dearborn St., Chicago, Ill.
Alfred Cowles	140 W. Van Buren St., Chicago, Ill.
Martha Root White	111 East 38th St., New York, N. Y.
Adelia Elizabeth White	111 East 38th St., New York, N. Y.
Abby White Hamlin	38 East 38th St., New York, N. Y.
Wm. Brown Lloyd	20 North Dearborn St., Chicago, Ill.
Henry D. Lloyd	482 Commonwealth Av., Boston, Mass.
Dunscomb Lloyd	24 deLeast Vernon Pl., Boston, Mass.
Wm. Brown Lloyd, Henry D. Lloyd and John Brown Lloyd, Trustees	20 North Dearborn St., Chicago, Ill.

The Trustees of the estate of Joseph Medill are his two daughters, Elinor Medill Patterson and Katherine Medill McCormick, and Wm. G. Beale.

The beneficiaries are Katherine Medill McCormick and Elinor Medill Patterson.

Alfred Cowles is Trustee for Wm. H. Cowles, Sarah Frances Cowles Stewart and Alfred Cowles.

Wm. Brown Lloyd, Henry D. Lloyd, and John Brown Lloyd, Trustees, are Trustees for John Brown Lloyd.

In regard to Section 3 of the law. The Tribune does not accept payment for any editorial or other reading matter printed as news.

3. That the known bondholders, mortgagees, and other security holders owning or holding 1 per cent or more of total amount of bonds, mortgages, or other securities are: (If there are none, so state.)

There are no bonds, mortgages, or other securities outstanding against The Tribune Company.

4. That the two paragraphs next above, giving the names of the owners, stockholders, and security holders, if any, contain not only the list of stockholders and security holders as they appear upon the books of the company, but also, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting, is given; also that the said two paragraphs contain statements embracing affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of a bona fide owner; and this affiant has no reason to believe that any other person, association, or corporation has any interest direct or indirect in the said stock, bonds or other securities than as so stated by him.

5. That the average number of copies of each issue of this publication, sold or distributed, through the mails or otherwise, to paid subscribers during the six months preceding the date shown above is: (This information is required from daily publications only.)

Daily (net), 482,208 ... Sunday (only), 627,250 ... (This information is required from daily publications only.)

(Signed) Joseph M. Patterson

Sworn to and subscribed before me this first day of April, 1922.

(Seal.) Signed Thos. A. Kilgour, Notary Public.

(My commission expires February 8, 1925.)

Rotogravure and COLORoto

THE Chicago Tribune adopted Rotogravure as a factor in building and holding Sunday circulation. There was no expectation that sufficient advertising could be sold to make this section a profitable one. Rotogravure has unquestionably enlarged Tribune circulation, has made possible a better pictorial presentation of news events, and has increased advertising revenue by millions of dollars.

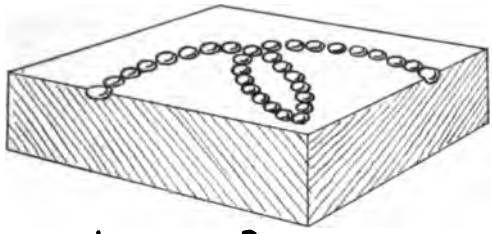
Now, as The Tribune enters its seventy-fifth year, Rotogravure is about to perform new services by making practical the beautiful reproduction of color work by high-speed presses on newsprint.

Color-Rotogravure is a Tribune invention, worked out by the men who have had charge of the Tribune Rotogravure plant since it was inaugurated in April, 1915. For this new process The Tribune has invented the word "COLORoto."

In describing the process of Rotogravure printing it should be first understood that it is inherently different from that by which the main body of The Tribune is printed. There are three distinct methods of "printing." There is "letter press" or "relief" printing—in which the impression on the paper is received from raised characters or plates. By this process the "black and white" sections of The Tribune are printed. Then there are the "surface" processes such as lithography and offset, wherein a *flat* surface is chemically prepared so that it will resist ink in some places and accept it in others. Then there are the *intaglio* processes; in which are included copperplate, steel and die engraving, photogravure, and Rotogravure.

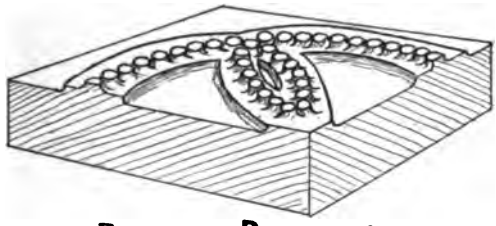
The intaglio process is different from letter press printing mainly in this: that instead of being raised above a

Illustrating the three general methods of "Printing"



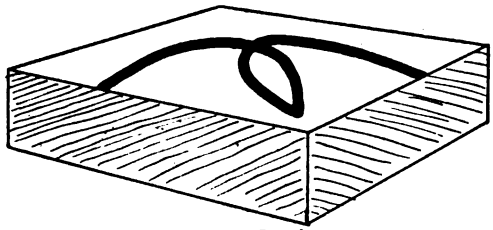
INTAGLIO PRINTING

In this method the portions of the printing plate to receive ink and transfer it to the paper are sunk BELOW the surface. This is the process by which Rotogravure and Coloroto are produced.



RELIEF PRINTING

In "relief" or "letter press" printing, the surfaces to receive and transfer the ink are raised. This is the process by which the main "black and white" sections of The Tribune are printed, as well as the bulk of all printing.



SURFACE PRINTING

In this process the surface of the printing plate is flat all over. Some parts of the plate take up ink, while other parts, having been chemically treated to resist ink, do not. Lithography and offset printing come under this head.

given depth as in letter press printing, the portions of the metal to receive ink and transfer it to the paper are sunk *below* the printing plate surface. The impression is obtained from a copper cylinder on which type matter and illustrations have been etched. The range of reproductive possibilities

of Rotogravure are practically inexhaustible. Photographs, paintings, wash drawings, pen drawings, or combinations of media may be reproduced as well as type matter.

The Rotogravure process may be split into two divisions —*First*, the preparation or etching of the copper cylinder; *Second*, the press run. The steps involved in etching the cylinder are:—the preparation of the negative and positive; the printing of the positive on the gelatine transfer tissue; the transfer to the cylinder; the etching of the cylinder. A photographic negative is made, on which some retouching is done, to bring out the "high lights." From this, a positive is made, which is also retouched. The retouching on the negative where "black is white," brightens the high lights. The retouching on the positive deepens the shadows. Next, a piece of special carbon tissue is sensitized and placed directly next to the positive. A specially constructed frame is used in making "register" marks on the back of the tissue and correspondingly on the copper cylinder, so that they will fit when the tissue is transferred to the cylinder. The carbon tissue is then exposed to a mercury lamp. After the exposure of the positive is made on the carbon tissue, it is again exposed to light, this time under a screen. A special printing frame contains the screen, which is very similar to that used for making halftones, with the exception that the lines are much thinner, and, since the lines are made from a "positive," the lines are white and clear, instead of black or opaque. The proportion between the clear and the opaque lines is about one to four, while in the ordinary halftone screen the black and white spaces are almost equal. A "dummy" layout or rough approximation of the Rotogravure Section has been made, and the pictures and typematter are stripped to a large glass plate in accordance with this layout. The cylinder on which the etching is made consists of a steel core on which copper has been electrolytically deposited. The cylinder is ground and then carefully polished to present an even and perfectly smooth surface. Before the application of the gelatine

resist, all surface impurities are removed, and a solution is applied which makes the tissue adhere during the developing and etching.

The copper cylinder is placed in a trough-like structure. The exposed carbon tissue or resist is put into water and allowed to soak until the gelatine paper will unroll easily. It is then placed on the copper cylinder, care being taken that the marks on the carbon tissue correspond with the ones on the cylinder. Now the cylinder with the resist is soaked until the paper backing of the tissue is softened enough. It is then peeled off, leaving the gelatine on the cylinder. The transferred gelatine film is then developed by rotating the cylinder in a tank of hot water, after which it is cooled and dried. We now have a set of cylinders on which are the "printed" pages of the Rotogravure Section.

The edges of the subjects are next blocked out with asphalt varnish. Likewise all margins and other surfaces of the cylinder that are not to print, all blemishes, holes and light spots. Otherwise, the etching acid will affect any exposed parts, and any indentation—be it ever so slight—on the surface of the cylinder will fill with ink when printing and cause dark spots or streaks.

When the cylinder is placed in the etching trough, and the etching fluid applied, the gelatine coating of the carbon tissue resists the action of the perchloride of iron—the etching medium. The operator revolves the cylinder slowly, judging the progress of the etching by the discoloration of the copper. The etching is controlled by the time which is required to penetrate the resist in order to produce a dark color all over.

Now let us examine closely the means by which the "picture" has been transferred to the cylinder and made printable. When the positive was printed on the gelatine transfer paper, the solubility of the gelatine, or the extent to which it will dissolve in water, is affected in proportion to the amount of light reaching it. Where the "high lights"

come, the positive admits more light, which tends to make the gelatine more firm—less soluble; while in the areas occupied by the deeper shadows and blacks, less light is admitted, and this makes the gelatine more soluble. When the gelatine resist is developed and fixed on the cylinder, the gelatine is thick over the high lights, less thick over the middle tones, and thin over the shadows where the acid is to eat away the copper. Then, over all the area to accept ink, the screened lines, which you will remember were printed into the transfer, have preserved a net work of insoluble ridges protecting the copper. These, after etching, form the walls of tiny wells or cavities which carry the ink to the paper. These vary in depth, being shallow in the high lights and deeper in the shadows. The etching fluid, in attacking the metal, is resisted in proportion to the thickness of the gelatine coating, and so we have areas of infinitesimal cavities of varying depths. After etching, the cylinder is cleansed with a solution of hot water and potash. Some correction is possible; light spots which are not wanted may be removed or burnished out altogether, and dark spots filled in.

The presses are the most expensive part of the equipment for the Rotogravure process, although the principle is simple. The engraved cylinder revolves in a veritable bath of ink. After turning a little farther, the surplus is wiped off clean by means of a steel knife—known as the "doctor blade," a thin, flexible knife of steel, which is drawn obliquely across the etched cylinder and which runs the full width of the copper cylinder, so that when the cylinder comes into contact with the paper its surface is scraped free from ink, except in the cavities, or wells. The ink is thinner and less "stringy" than that used in letterpress printing.

The "doctor" not only shears the ink off the etched part of the cylinder (leaving the cavities full), but entirely removes it from the plain surfaces where the plate is not etched, thus leaving clean margins on the printed sheets.

The paper passes between the etched surface and the impression cylinder and takes up the ink that has been retained in the little cavities or cups. Because of the varying depths of these cups, the ink lies thinner or thicker in differing degrees in the high lights and shadows. To this stage of the process much of the beauty of Rotogravure is due: the ink spreads across the thin lines which retain no ink, and joins with the ink from neighboring cups, combining to make the resultant picture closely resemble an actual photograph.

COLORoto

THE development of Color in newspaper printing has been one marked by a ceaseless struggle against great difficulties. A newspaper, because of its circulation, must be printed on newsprint; and it must be printed swiftly. Coarse screen half-tone color plates, or Ben Day manipulation of color blocks, have long been resorted to in an effort to make colorful the illustrations in the Sunday magazine section.

The union of Color and Rotogravure as developed by The Tribune is a most happy one. *Color* vivifies; quickens; it is life to the eye; its advantages have always been obvious and desirable. *Rotogravure* gives wonderfully soft but accurate reproduction through an inexhaustible range of media. The successful joining of Color and Rotogravure in one unprecedented process has at last subjugated the sinister entente of high speed presses and newsprint paper. COLORoto has made Color, in the true, genuine sense accessible to newspaper readers.

The process of *Four*-Color Rotogravure is similar in principle to *one*-color Rotogravure, but the operation is more intricate and difficult. There are two classes of reproduction in Color-Rotogravure. In one, the "copy" to be reproduced is set before the camera, and color separation screens are introduced between the camera and the copy. This stage of the process is similar to the four-color

half-tone process: An orange screen absorbs all but the blue portions of the copy; thus allowing the blue parts to react on the negative. A purple screen absorbs all but the yellow; a green screen allows only the red to pass. A negative is then made without the separation screens, to run in black and act as a "key."

The foregoing method is the one used where oil or pastel is the medium. In the case of "line" drawings where the color is washed in "flat," one negative is made for the black "key," and the yellow, blue, and red negatives are made from this. This method presents no involved combinations either or color or of tone, so it is not necessary to separate the primaries by complementary absorption. It can be readily seen that when these four colors are superimposed, one above the other, we shall have a reproduction of the original, since all pigmental "color," in whatever tone or combination, is derived from the primaries —yellow, blue and red.

In either case we now have a set of four negatives, one for the yellow, one for the red, one for the blue, and one for the black. Each of these is to be etched on a separate copper cylinder.

Positives are made from the negatives, and both are retouched as in one-color Rotogravure. Each positive is printed on gelatine transfer tissue in conjunction with a

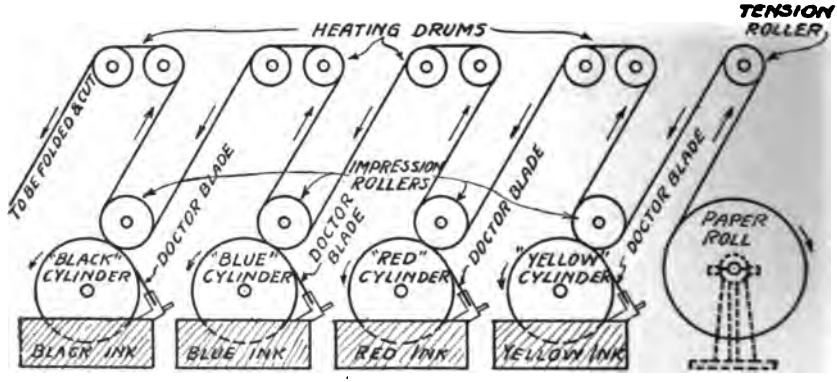
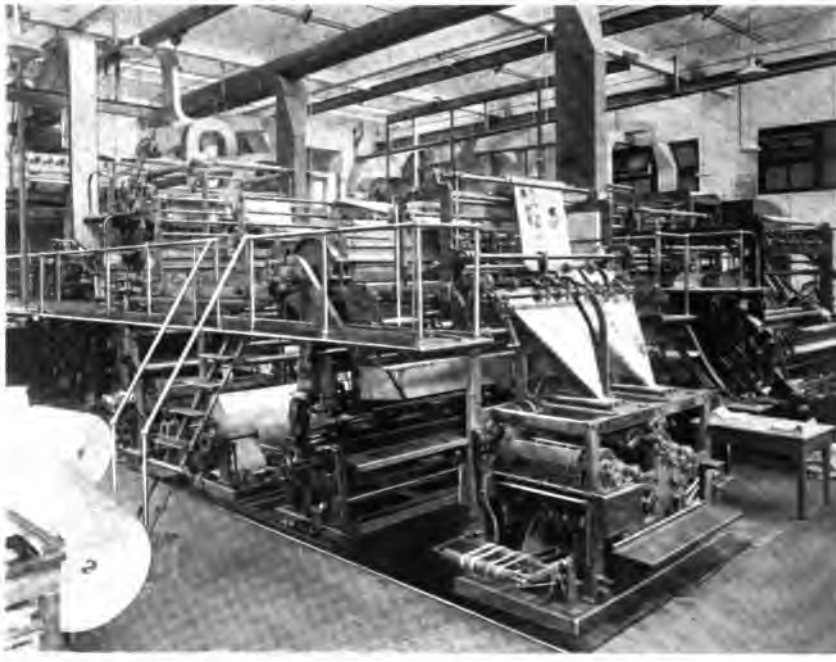


Diagram showing the passage of paper through the COLORoto press.

ETCHING *one of the copper cylinders which print COLORoto.*

AFTER *the COLORoto Magazine is printed, the copper cylinders are re-surfaced so that another set of pages may be etched. The cylinder was made by depositing copper on a steel core in an electrolytic bath.*



THE PRESSES *which print the COLORoto Magazine of The Sunday Tribune will not find duplication in the whole world. They were designed and built to Tribune specifications.*

THE *experimental press on which the COLORoto process was developed was exhibited at Chicago's Pageant of Progress. A miniature COLORoto Magazine was printed and distributed during the Pageant.*

screen, and the gelatine tissue transferred to the cylinder. This is an extremely delicate operation. Unless each color "registers" with those above or beneath it, the effect of the picture when printed is destroyed. A printing frame was devised and patented by The Tribune to insure the transfer of each color to its cylinder to within 1-1000 inch of the other colors on their cylinders. When the cylinders are etched, we are ready to go to press.

* * *

The paper passes in a long sheet from the feed roll, where the color sections are printed in one continuous passage through the press. If the whole section is to be printed in four-Color Rotogravure, the paper passes first to the cylinder where it receives the yellow ink. Rotogravure ink, being more volatile than inks used in relief printing, dries very rapidly, so by the time the paper has passed from the impression roller up through a heated compartment, it is dry enough to receive another impression. So it goes to the "red" cylinder, up through the heaters, comes down and goes to the "blue" cylinder, and finally to the "key" plate, which is ordinarily black. The paper is then delivered to an automatic device where it is cut and folded ready to be "stuffed" or inserted into The Sunday Tribune.

The press is "flexible" in that almost any combination of four-color pages and one-color pages can be run.

While the press is running on an average issue, there are 45 entire Color Sections in various stages of completion, counting that part of the paper receiving its first impression to the part being folded and cut.

Fifteen shifts a week are used to get out the rotogravure sections. One shift is used for clean-up, so that there are 14 operating shifts. The production is approximately 30,000 an hour, which means 420,000 papers per press, or 840,000 papers a week. It is possible to increase the number of shifts a week to bring up the capacity to approximately 1,200,000 a week. The capacity of the roto presses running a roto section of 40 pages with only one color is

2,400,000 a week. The same capacity is available for a section of 20 pages of one-color and four pages of four-color rotogravure.

Many difficulties have been surmounted in the Color-Rotogravure press room. Over a year ago an experimental press was built by The Tribune at a cost of many thousands of dollars. On it were conducted the experiments which showed that Color-Rotogravure could be successfully produced. The Color-Rotogravure presses which now make the edition run are the only presses of their kind in the world.

A patented variable speed roller keeps the tension of the paper even as it passes through the press. An ingenious device, similar to a nicrometer, was made to show to one one-thousandth of an inch whether or not each impression roller is running true to its proper align nent; if it isn't, a "split-arm" device at each side of the roller may be adjusted so that it is quickly put to rights. It was necessary to grind the copper cylinders to within two one-thousandths of an inch, so special calipers were devised in order to make such accurate measurement. Patents have been applied for and are pending covering all these devices, basically necessary to the production of Color-Rotogravure.

Representatives of The Tribune have gone to Europe to study color-photography, art work and inks for use in connection with this unique printing process.

COLORoto is being used for the first time as this book goes to press, but it has already won favorable comment from printing experts, and improvement in every phase of our new and better form of color presentation will be sought constantly.

Electrical Department

IN practically all its mechanical operations The Tribune utilizes electricity. It purchases upwards of 200,000 kilowatt hours of current per month. This current is received from four different generating stations over ten separate feeder lines, any two of which will run the entire Tribune Plant. Continuous operation is thereby safeguarded. Any trouble on any one of the feeder lines causes an instantaneous, automatic throw-out.

This current lights 18,000 incandescent lamps and operates 642 motors in the three Tribune plants. Eight electricians are regularly employed. The most spectacular work done by electricity in the production of The Tribune is that at the presses with their extraordinary system of automatic electrical control.

With The Tribune's control system, the slow motion speed and the acceleration from slow speed to a maximum of 36,000 papers per hour, are the same with a quad press as with a six-roll press or a sextuple. The equipment starts the quad press without a perceptible jerk or jar and it does the same with the double sextuple. The acceleration is smooth and even. There is every safety device possible to protect the employes and give them convenient and absolute push button control of the press from any position in which the pressmen happen to be working.

Independent slow motion prevents the press jumping from slow motion to high speed while the plates are being put on and the press is being operated with the slow motion button. Protection is provided against grounded wires starting up the equipment and there is protection also against crossed wires doing damage.

The Tribune's press units can be mechanically connected to folders on either side, depending upon the combination required for the number of pages being printed for any particular issue. The Tribune equipment provides

that, if necessary, two motors and controllers may be connected up to operate as a single unit from a double octuple press and that the controllers may be made to operate interchangeably with motors to which they are not normally connected. All of this is to provide for operation in case of any temporary disability of part of the equipment.

The controllers are located on a balcony opposite the center of the row of presses. The motor wiring and control wiring is carried through conduits to various motors and press units, and the control wires terminate at each unit in a panel board which in turn is connected to a selector switch. The wiring for the control stations, on the printing units and on the reels in the basement is so connected to this selector switch that when it is in one position, it will operate with the folder east and if the selector switch is in the other position it will operate with the folder west. If in neutral position the unit is cut out. The controller end of this control wiring terminates in a selector switch, the position of which determines to which controller it is connected.

When the position of the gearing determining the operation of the press units is changed the selector switch is changed correspondingly and the pressman does not have to worry as to how the push-button stations are connected.

There are geared to the presses, seven double motor equipments—one corresponding to each folder. The wiring and gearing connected in each unit therefore is considered as if the folder were really the press and combinations made up referring to folders.

* * *

Everywhere electricity is found performing difficult tasks smoothly, noiselessly, instantaneously, as the mechanics merely push buttons. The stereotype casting machines operate electrically. So do the conveyors which carry the fifty-pound plates from the foundry to the presses. So do the belt conveyors which move hundreds of tons of papers back and forth through the mailing room each day.

CHAMPIONS *of the inter-department baseball league are photographed on roof of The Tribune Building with Col. McCormick, president of The Tribune Company.*

FRESHLY *cast plate being ejected from machine in Tribune stereotype foundry.*

A BELT *conveyor throws bundles of papers up on this platform. The workman notes the tag on each and pushes it down the proper chute into waiting wagon or truck.*

A CORNER *of the Mailing Room in The Tribune's Chicago Plant contrasted with the Mailing Room of its European Edition in Paris. Ten thousand papers an hour can be addressed by each of the mailing machines shown.*

Even the metal in the linotype machines is melted by electricity.

* * *

Pneumatic tubes, which carry to The Tribune Plant advertising from the business office at Madison and Dearborn Streets and news from the Associated Press and the City News Bureau offices at Clark and Randolph Streets are operated by electrically driven, forty-horse-power air compressors in The Plant.

These tubes run by a rather circuitous route from the old Tribune Building to the Associated Press and City Press offices in the Ashland Block and thence to The Plant. There are three and a quarter miles of these pneumatic tubes and a carrier makes the round trip in five minutes. The tubes are operated by a unique system in which the carriers are pulled to The Plant by vacuum and shot away from it by compressed air.

* * *

Two electrically-driven pumps are depended upon for fire protection at The Plant. One expels the water at a pressure of 250 pounds to the square inch and the other at 100 pounds to the square inch. An electrical, automatic control is so arranged that when any hose is opened the pressure drops to 80 pounds, which starts the low-pressure, automatic pump, forcing the pressure up to 100 pounds and keeping it there. These pumps take their current direct from the mains in the street and cannot be interfered with by any switchboard trouble in The Tribune Plant.

* * *

A ventilation system, operated by electricity, is maintained at The Plant for the press room, the stereotype foundry, and the executive offices. Air is drawn from the big tunnel system far below the street level of Chicago's Loop. This keeps the temperature in The Tribune press room and stereotype foundry below 70 degrees on the hottest days of summer. Another system at The Tribune Building, takes air from the street level, refrigerates it, washes it, drys it, and delivers it to the Want Ad Store.

Circulating Division

FROM the press room printed, folded Tribunes flow in an apparently endless snake-like stream up the wire conveyors into the mailing room on the floor above. Here, the circulation department takes charge of the product of the editorial, advertising and mechanical divisions. The race against time, which distinguishes all newspaper operations now reaches a climax. Hundreds of tons of newsprint must be delivered within a few hours in half-pound packages to hundreds of thousands of widely scattered readers.

The strain falls first on the mailing room, which takes the papers from the presses and delivers them not only to mail trains but also to express companies and to city circulators.

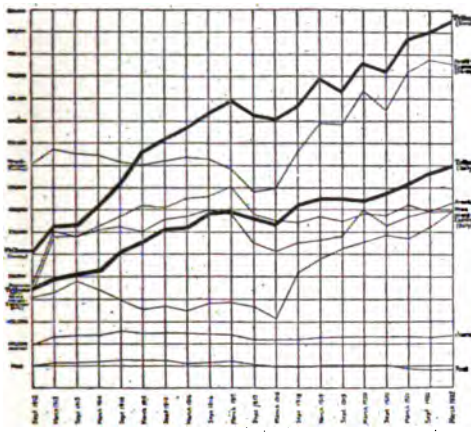
The head of the mailing room has a job like that of a train dispatcher. He must keep a close check on deadlines, watch the volume in which papers are received from presses, and often split seconds in dispatching trucks and wagons to make trains.

Tribune circulation is divided roughly into "City and Suburban" and "Country." The latter word does not mean rural, but applies to all circulation more than forty miles from Chicago. Thus Tribune circulation in Milwaukee and Peoria is "Country" circulation. "Country" circulation constitutes about one-third of The Tribune's total.

"City and Suburban" circulation is, in turn, divided into that delivered to homes by "official carriers" and that sold on newsstands, in stores, hotels, etc., the former known as "home delivered" circulation and the latter as "street sales."

"Country" circulation is divided into that sold to dealers and that sold to the subscriber direct and delivered by mail. The dealer sells some of his stock on newsstands,

Circulation—All Chicago Newspapers 1912 to 1922



Note the steady upward sweep of Chicago Tribune circulation. Aside from normal summer reactions the only set back was in 1918 when millions of citizens were in uniform.

Circulation of the Tribune has increased 126% Daily and 172% Sunday since 1912 as shown by government statements below.

Circulation of Chicago Newspapers According to Government Statements

For Six Months Ending	Tribune Daily	Tribune Sunday	Examiner Daily	Examiner Sunday	News	American	Journal	Post
Sept. 30, 1912	220,500	304,325	204,289	503,216	214,931	231,806	99,009	51,852
March 31, 1913	245,449	363,119	214,828	538,175	340,550	351,223	118,159	56,996
Sept. 30, 1913	253,212	366,918	240,366	528,328	343,693	342,410	120,391	58,555
March 31, 1914	261,278	406,556	223,814	524,922	362,528	355,008	120,520	59,102
Sept. 30, 1914	303,316	459,728	*199,485*	*508,881*	383,986	363,071	130,376	64,861
March 31, 1915	326,897	534,848	*176,488*	*501,277*	408,899	351,343	124,396	63,243
Sept. 30, 1915	354,520	558,396	*185,677*	*511,820*	405,375	378,941	124,524	62,141
March 31, 1916	359,651	585,934	*176,204*	*519,854*	426,082	384,405	123,755	54,821
Sept. 30, 1916	392,483	619,023	*192,414*	*516,460*	431,189	400,031	122,447	61,879
March 31, 1917	395,442	645,612	*193,415*	*495,946*	452,204	392,279	122,699	65,842
Sept. 30, 1917	*381,675	†614,418	*185,211*	*443,678*	392,007	326,998	108,220	55,477
March 31, 1918	367,798	606,111	*157,338*	*449,746*	377,063	306,283	110,641	49,124
Sept. 30, 1918	410,818	‡633,315	§*260,777*	§*533,680*	373,112	325,017	112,668	48,387
March 31, 1919	424,026	693,895	*289,094*	*596,851*	386,498	330,216	116,807	51,023
Sept. 30, 1919	424,588	666,496	311,831	593,170	377,769	339,721	115,932	51,327
March 31, 1920	420,703	732,606	326,244	667,113	390,450	398,489	117,588	51,750
Sept. 30, 1920	437,158	711,254	343,515	625,838	388,406	364,769	116,243	52,981
March 31, 1921	460,739	787,952	335,331	709,966	412,304	384,209	116,829	44,021
Sept. 30, 1921	483,272	801,881	359,386	738,788	395,665	395,427	115,406	42,646
March 31, 1922	499,725	827,028	396,871	731,010	397,584	415,056	117,483	42,219

*Daily papers raised from 1c to 2c. †Sunday papers raised from 5c to 8c outside of Chicago.
‡Sunday papers raised to 7c in Chicago, 10c outside Chicago. §Herald absorbed by Examiner May 2, 1918.
Figures in italics represent A. B. C. figures because publisher filed only 7 day average statement with government, not separating daily from Sunday.

"THE CHICAGO TRIBUNE DOMINATES THE CHICAGO TERRITORY"

E-1

A PAGE *from the "BOOK of FACTS"—see "Government Statement" on Page 255*

through stores and hotels, and delivers another portion direct to the homes of a list of regular customers.

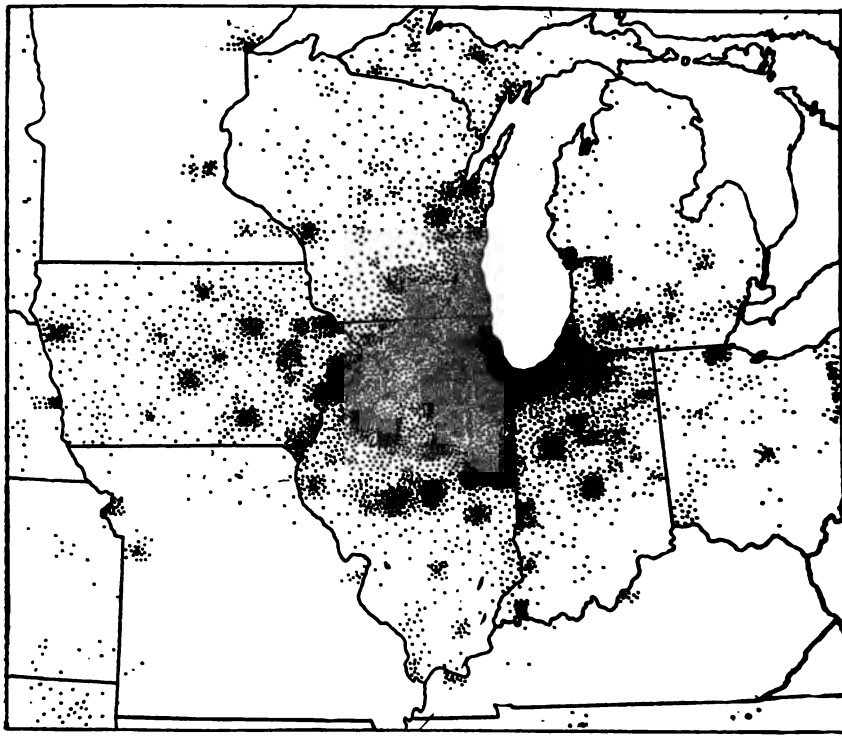
Tribunes mailed to subscribers fall into two classes. Where there is only one subscriber in a town, the papers are sent through a machine which folds, addresses, and drops them into a mail bag. Another type of machine handles the papers going to towns where there are several Tribune mail subscribers. This machine prints the name

and address of a subscriber on each Tribune at the rate of 10,000 papers per hour. The stencils for each town are together and the last one makes a red mark on The Tribune in addition to the address.

As the papers flow from the machine, a man seizes those between red marks, rolls them in a wrapper, and drops them into a mail bag at his side. The stencils have been arranged so that all towns on a given railway route are grouped together. At the end of each train separation that mail bag is closed and sent on its way to the train and another takes its place. On these bundles, commonly known as "club packages," the address on the outside copy serves as postoffice address for the entire bundle.

* * *

Tribunes destined for dealers outside Chicago are wrapped in bundles of 50 to 300. These bundles must



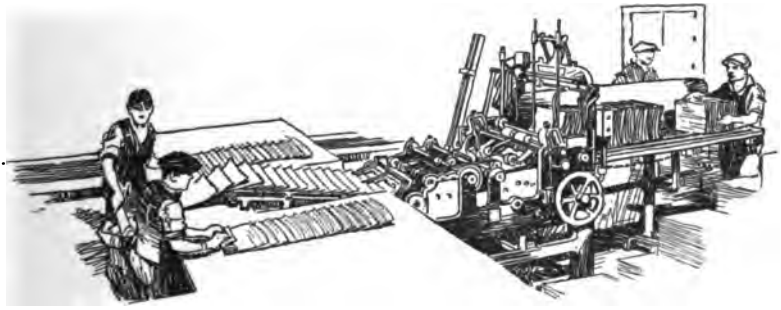
EACH *dot on this map represents fifty subscribers to The Sunday Tribune*

sometimes be dropped from express trains and, therefore, must be securely done up to protect against loss. Wrappers are prepared and addressed in the day time and laid out together with cords of the proper length, knotted at one end, ready for the midnight rush. All this work is done on tables under which belt conveyors move converging to the southwest corner of the mailing room. The conveyors are so made that they can be used for distribution of color supplements, and rotogravure supplements when they are delivered to the Tribune plant from the auxiliary color plant. This is made possible by a reversing motor equipment constructed especially for this purpose.

Bundles and mail sacks are delivered by the conveyors to a platform from which several chutes lead to the waiting wagons and trucks in the court-yard. Each bundle or mail sack bears a bright colored tag, punched with varying numbers of holes. This tag tells the man on the platform the destination of the package at a glance without reading the detailed shipping instructions and address. He pushes it off the platform down the proper chute and it is soon on its way in a Tribune truck with an incredibly small amount of handling from the time the roll of newsprint left The Tribune's paper mill.

* * *

There is one phase of Tribune circulation, however, in which it has been found impractical to do away with considerable manual labor. This is in the assembling of the big Sunday edition. Comic, Fiction, and Rotogravure



ONE *of the mailing machines*

sections are printed on separate presses in a building a half mile from the main Plant. The presses on which they are printed run more slowly than news presses, so they are being printed all through the week preceding the Sunday of publication. As printed they are sent to the mailing room of The Plant and there the Fiction and Rotogravure sections are stuffed into the Comic section. On Wednesday the printing of the black and white sections of The Sunday Tribune begins and these also must be stuffed with the Color and Rotogravure sections. All told, the complete City edition of The Sunday Tribune has been stuffed seven times before it leaves The Plant. Men engaged in this work become quite expert and average 2,000 papers per hour.

* * *

For the city delivery of The Tribune 68 wagons and 48 motor trucks are employed. They consume 33,000 pounds of hay, 28,000 pounds of oats, and 12,000 gallons of gasoline every month. It has often been the practice for newspapers to contract with hauling companies for distributing service. The Tribune not only owns its own equipment, but manufactures wagons, harnesses, builds truck bodies, and has an amazingly complete shop for repair service.

An exceedingly important factor in securing and holding city circulation is the wagon or truck driver. In addition to being a delivery man, The Tribune driver is a collector and a salesman. All city circulation is collected for in advance, and upon two certain days of the week it is the driver's duty to take orders for the following week's supply, and to collect in advance for this supply, which serves as a standing order for the ensuing week. Of course a few extra copies are carried to arrange for any extra demand that the newsdealer may have. These are sold on the C. O. D. basis. It is necessary for the dealer to be especially careful in specifying his orders, because he cannot return unsold copies and get credit for them.

As a delivery man, a driver need possess merely the same grade of intelligence that is required of a delivery man in

any kind of merchandising business. As a collector, a trifle more tact and diplomacy are required. But it is as a salesman that the qualities of the efficient driver are most in demand. Young Johnny Jones operating a news stand at a certain corner, places an order for the ensuing week for one hundred copies of The Daily Tribune for each day. The driver who delivers to the district in which Jones' stand is located, knows that Jones can sell one hundred and twenty-five copies each day if he will stay at his stand a little later in the morning or come to it a little earlier. He knows that Jones is afraid of being "stuck" with papers which he cannot return. It is up to the driver to sell one hundred and twenty-five copies instead of one hundred copies a day to Jones, without intimidation or any other influence except what can be exerted by true salesmanship. Exactly at this point is determined the difference between a capable and an inefficient driver.

In addition to the drivers, The Tribune employs a corps of inspectors, or division men. It is the duty of these men to watch the sale of newspapers in their respective divisions, and to determine whether or not the drivers are successful in selling as many copies of The Tribune as the public demands. These men must watch and verify the work of the drivers, adjust complaints and petty grievances and make sure that The Tribune is properly represented on the streets.

* * *

The garage in which The Tribune trucks are kept occupies the entire half block immediately adjoining The Tribune Plant on the north. Tribune trucks stand idle during most of the day, but when they work they are crowded to their utmost possibilities of performance. Everything possible is done to avoid delays because of break-downs. In the garage, ready for immediate installation, is an entire new engine, thoroughly tested. There are rear axles, radiators, transmissions—in fact every part that could possibly be needed for any truck is in the stock room, properly tagged and numbered.

The repair shop in the garage is prepared to undertake any kind of repair work on an instant's notice. Cylinders are ground and pistons are made. There is a charging board for recharging batteries, and a twenty-ton press for such work as pressing gears off rear axles. Tires are not only repaired but are rebuilt.

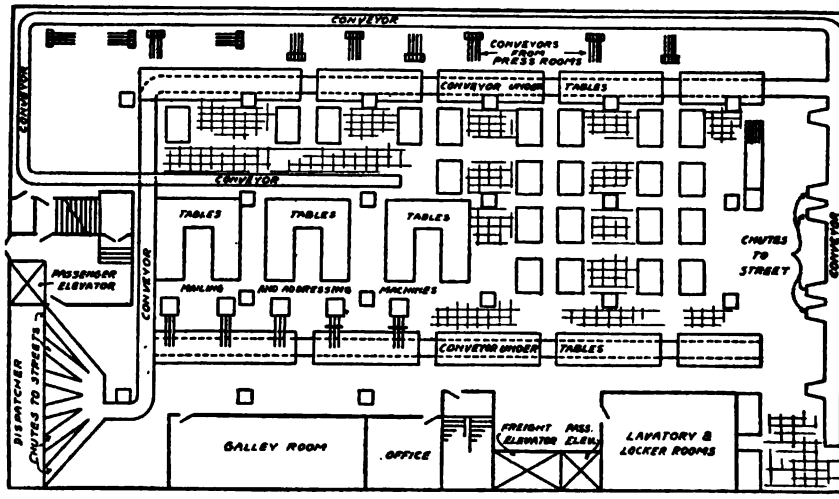
When a Tribune truck has an accident the service car is rushed to the spot and if repairs cannot be made immediately, the service car delivers the papers and then returns to the stalled machine to fix it or to tow it to the garage.

Sunday morning is the critical time for Tribune trucks; since the larger size of the Sunday paper makes it necessary for them to carry far more than normal loads. To meet this peak a large number of trucks are regularly hired from firms which suspend their own operations over the week end.

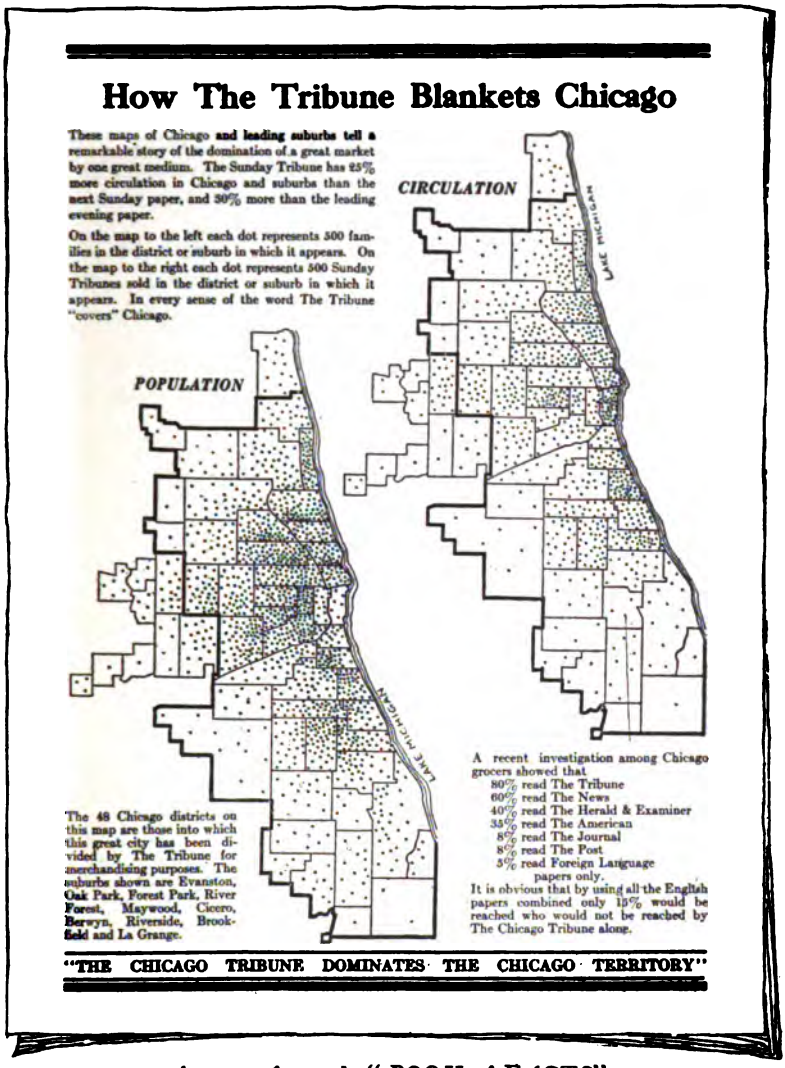
Careful cost figures are kept to ascertain the cost of maintaining each truck and the fleet as a whole.

* * *

The system of "Official Carriers" prevailing in Chicago has given rise to some peculiar problems. These carriers buy their newspapers at wholesale rates and sell them to individuals at retail, and to that extent they seem



Floor Plan *of Mailing Room*



A PAGE *from the "BOOK of FACTS"*

like ordinary merchants. Their business, however, has been largely built up for them by The Tribune. The Tribune has secured at its own expense the subscription orders which their "Official Carriers" fill. In cases where the subscriber is located some distance from ordinary routes or from transportation, as is often the case in outlying districts, The Tribune subsidizes the carrier to make daily delivery. That is to say: the subscriber gets his

paper every morning and the carrier gets his profit even though it costs The Tribune more to deliver the paper than it receives for it. More than thirty routes in sparsely settled neighborhoods must be thus subsidized at present. The Tribune has spent approximately five million dollars building up this carrier system.

If a subscriber moves into another district The Tribune sends the new address to the new carrier; it also dispatches a verifier at least three mornings to see that the paper is delivered to the new address properly. When a carrier is sick The Tribune sees that the route is delivered. During the flu epidemic it handled 14 routes.

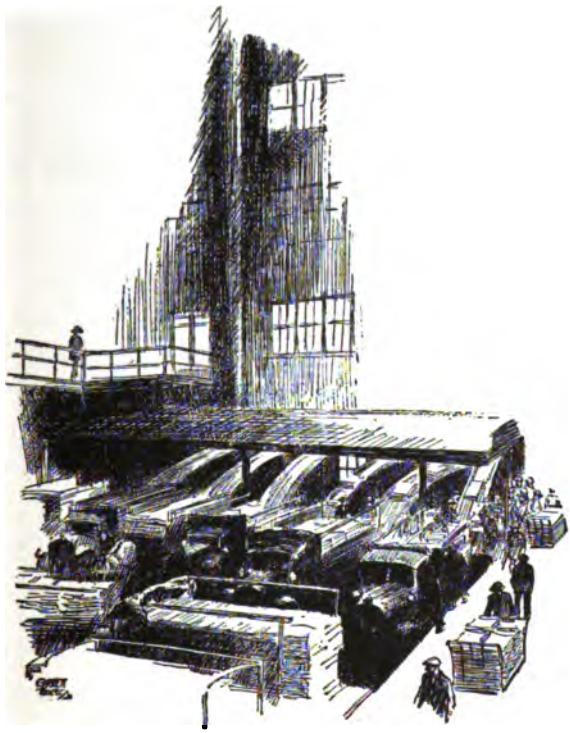
If the carrier continuously does any of the following things, he cannot buy any more Tribunes:

1. Place circulars in the papers.
2. Give The Tribunes away. The advertising value of The Tribune is dependent on the fact that people are willing to pay for the privilege of reading it.
3. Deliver in an improper manner or late.

Nor will The Tribune sell as many papers to the carrier as he may wish to buy. Sometimes coupons in Tribune ads entitle the reader to a can of milk, or a cake of soap. The carrier is not allowed as many papers as he wishes of such issues.

The subscriber looks to The Tribune to see that his paper is properly delivered rather than to the carrier who actually delivers it and whom he pays for the service. Since the delivery is made by an organization independent of The Tribune, great care is necessary in handling these claims. Complaints of non-delivery of The Tribune cost The Tribune five to fifty dollars to investigate. When such a complaint is received an investigator is assigned to station himself very early in the morning within sight of the residence at which the complaint has originated. He watches until he sees the newsboy either deliver the paper or fail to deliver it. If the newsboy does not deliver the paper, he places one on the subscriber's

door-step and leaves to call on the carrier and secure an explanation and an adjustment. If the newsboy does deliver the paper, he watches until the subscriber has taken it in and then leaves. Each morning for ten mornings he repeats this performance until he is satisfied that the complaint was unjustified or until he has located the cause of it; which may be the theft of the paper by some other person, the delivery of the paper to a wrong address, ignorance or carelessness on the part of the news boy, etc.



TRUCKS *receive papers through chutes from mailing room*

Auditing and Comptrolling Division

EVERYTHING connected with finances, with the collection and disbursement of money for any Chicago Tribune department or for any subsidiary corporation (except the Daily News of New York) is centralized in one department which occupies the entire sixth floor of The Tribune Building at Madison and Dearborn Streets, and a number of scattered offices in addition.

Sound business principles are rigidly insisted upon by this department and enforced throughout the organization. A large proportion of the money due for subscriptions and advertising is paid in advance, and the remainder is promptly collected. Out of the millions of dollars due The Tribune in 1921, only two and four-tenths per cent remained outstanding sixty days after the close of the year. Similarly all bills against The Tribune are promptly audited and paid.

A close check is kept upon the cost of manufacturing and distributing The Tribune and upon the cost of selling each kind of advertising, so that rates may always be maintained in logical proportion to the cost of producing the advertising.

An idea of the amount of detail which the auditing department must supervise is indicated by the fact that annually it renders more than 350,000 bills for advertising and circulation.

The financial affairs of the following subsidiaries of The Tribune are supervised by its Auditing Division:

Ontario Paper Company
Ontario Transportation & Pulp Company
Franquelin Lumber & Pulp Wood Company
Pacific & Atlantic Photos, Inc.
Tribune Building Corporation
Tribune Company of France

The auditing division employs 259 people, divided as follows:

General Clerks	11
Cashiers	5
Mail Clerks	6
Voucher Clerks	2
Credits & Collections	52
Advertising Agency Accounts	2
Checkers	23
Display Adv. Bookkeepers	6
Classified Adv. Bookkeepers	24
Circulation Bookkeepers	13
Adjusting Clerks	18
Stenographers - Dictaphone	10
File Clerks	9
Press Room Clerks	5
Pay Roll Clerks	6
Subscription Clerks	1
Miscellaneous	20
Traffic	6
Benefit	3
Paper Mill	27
Timber Lands	10
	259

Closely allied with the Auditing Division are the order clerks of the Advertising Division. During 1921 a statistical record was kept of each operation of these order clerks. It showed the amazing total of 793,392 operations divided as follows:

Telephone Want Ads	242,240
Cash Want Ads	212,213
Charge Want Ads	135,918
Display Ads	56,161
Proofs	37,779
Drawings	31,506
Matrices	9,594
Telephone calls	37,613
Messenger services	30,368

It is obvious that the publication of 365 issues of a great newspaper and the distribution of hundreds of thousands of copies of each issue must necessarily involve some errors, but the Auditing Division of The Tribune works unceasingly to reduce these to a minimum.

Building Department

THE Building Department "operates" the structures which house the various departments of the newspaper. This demands the services of one hundred and thirty-six employes, chiefly janitors, elevator men, scrubwomen, watchmen, etc.

The buildings supervised by this department include:

Tribune Building, Madison and Dearborn Streets.
The Plant, Michigan Blvd., Austin Ave. and St. Clair St.
Garage, Michigan Blvd. and Ohio Street.
Rotogravure and Color Press Bldg., East Ontario Street.

All these properties are operated on a twenty-four hour basis. The service in the old Tribune Building at Madison and Dearborn Streets has been practically continuous for twenty years. During all that time there have been only two shut-downs of less than one hour's duration each.

In addition to the Advertising, Auditing, and several smaller departments, The Tribune Building at Madison and Dearborn Streets houses more than one hundred tenants, and is considered one of the best office buildings in the Loop.

This eighteen-story structure stands upon land owned by the Chicago public schools—a fact which has been the source of many storms for The Tribune.

For twenty-five years it has been the practice of local politicians to divert attention from their own acts as exploited in The Tribune by attacking "The Tribune Lease."

They compare the ground rent which The Tribune pays to the Board of Education with that paid for similar properties in the vicinity and herald the difference as the amount which The Tribune is "stealing from the school children."

Secondly, they charge that The Tribune's lease was fraudulently obtained by the influence of A. S. Trude, once a member of the Board of Education, and at times attorney for The Tribune.

These charges have been fully disproved in court and the lease has been held not only free from fraud, but decidedly in the interest of the school children. The politicians make out their case by distorting certain facts and concealing others.

For instance, they quote the rent which The Tribune pays, but they ignore the fact that at the expiration of the lease in 1995, the 18-story skyscraper, erected by The Tribune at an expense of $1,800,000, becomes the property of the Board of Education. This is equivalent to an additional rental payment of $21,143 annually, which the critics exclude from their calculations.

Much stress is laid upon the fact that a man who had served as attorney for The Tribune was on the Board of Education which made the lease, but they ignore the fact that the vote was 17 to 2 and that Mr. Trude asked to be excused from voting. They also ignore the fact that after two years of public discussion an altered Board of Education confirmed the lease by a vote of 16 to 4, and that after two additional years of discussion a third Board (Mr. Trude being no longer a member) confirmed and ratified the lease unanimously.

In reliance upon this lease The Tribune then expended $1,800,000 in the erection of a building. In 1907, six years later, at the culmination of political differences with a local Democratic city administration, suit was brought to have the leases set aside. The case was heard by Master in Chancery Roswell E. Mason, a Democrat, who made a report on March 5, 1910, sustaining every contention of The Tribune, affirming the validity of the leases and recommending the dismissal of the suit.

The school board filed exceptions to the report of the Master in Chancery. All points were fully argued and the evidence reviewed before the late Judge Charles M. Walker, also a Democrat. On July 13, 1910, he handed down a decision vigorously upholding every finding of the Master. He stated emphatically that the lease was a beneficial one

from the standpoint of the school children and that it was not tainted with fraud.

The school board then carried the case to the Supreme Court, which fully supported Judge Walker and Master in Chancery Mason in a lengthy and unanimous decision rendered on December, 1910. The facts were found to be as follows:

The Tribune first occupied the corner of Madison and Dearborn Streets in 1867 under a lease which provided for reappraisal of the land every five years. All school lands were leased on this basis.

Every five years the rent was raised, particularly heavy raises being imposed if the tenant attempted any improvements. In 1895, after five raises in rent, The Tribune decided to move to property where it could erect a modern building. The building at Madison and Dearborn Streets was terribly dilapidated, but it was out of the question to put money into a new building when at the end of any five-year period the ground rent might be raised to a prohibitive figure.

All school lands were in the same condition—covered with disgraceful shacks.

In 1895 there was not a single fireproof building in the block bounded by Madison, Dearborn, State and Monroe. The situation was investigated by a school board committee which found that the policy of the past 45 years had been wrong, that the increased rents obtainable by revaluations every five years were more than offset by the failure of tenants to improve the property—resulting in minimum revenue from taxes and depressed valuations. This committee recommended that tenants be invited to submit propositions for long term leases and for the adequate improvement of their property.

Appraisers appointed by the school board, not by the tenants, valued the school lands and fixed the proper rentals. On the basis of these appraisals long term leases were entered into with The Tribune and other tenants as a result of which

THESE *steel steamers were built by The Tribune to carry pulp logs from our timber lands to our paper mill. Special design gives them larger capacity than any other boats navigating the St. Lawrence and Welland canals.*

Note the high crow's nest, an innovation which enables these boats to navigate while others are held up by fog The St. Lawrence has high banks between which low-lying fogs settle. From this crow's nest the banks can be seen above the fog and navigation continued.

As evidenced by the display given the names of these steamers, The Tribune believes in advertising—always.

UNLOADING *supplies from schooner in Rocky River at Shelter Bay.*

SCHOONERS *in Quebec harbor loading with supplies for Tribune timber lands.*

The Tribune, First National Bank, Majestic, North American and Chicago Savings Bank buildings were erected. The millions of dollars invested in these improvements immediately made all property in their vicinity more valuable —thus increasing revenues from other school property. The taxes paid on these big buildings also swelled school revenues. And in the case of The Tribune Building the $1,800,000 structure itself will go to the school fund at the end of the lease. In the case of the other buildings the Board of Education must buy the improvements when the leases expire.

It must be remembered that a modern steel skyscraper such as The Tribune is not allowed to deteriorate, and when it is turned over to the school board sixty-five years from now it may well be expected to be worth more than the day it was built. It has already increased more than one-third in value. Experts estimated that it would cost more than $2,500,000 to reproduce The Tribune Building as it stands after 20 years of use. Large sums are constantly spent for maintenance. New electric wiring was recently put in, new marble, new elevators—the last named at an expense in excess of $100,000. Cathedrals, palaces and castles of Europe have endured for centuries with undiminished value, but engineers consider that the modern steel skyscraper properly maintained will prove the most enduring structure man has built.

Telephone Switchboard

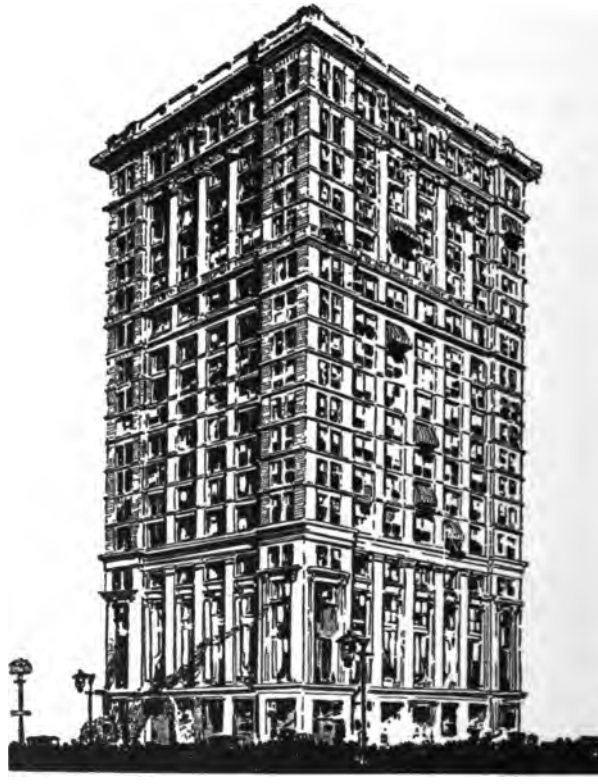
The telephone switchboard of The Chicago Tribune "andles upwards of four million calls a year. It is an height position" board located on the fifth floor of The Tribune Building at Madison and Dearborn Streets. To keep the lines open twenty-four hours a day, fifteen operators are required.

From the switchboard one hundred trunk lines extend to all Tribune departments, both in the "old" building and in The Plant on North Michigan Boulevard. Twenty-

three of the trunk lines are for outgoing calls only. The total number of inside telephones and extensions is 333.

Exclusive of calls for baseball scores or other special occasions, incoming calls average 8,000 per day, outgoing calls 2,000 per day, and inter-department calls 2,000 per day—a total of 12,000. Baseball games, elections, explosions, etc., often raise these figures to a total of more than 20,000 calls in one day.

The Want Ad department is the largest user of telephone service within the organization. On Saturday, March 25, 1922, the switchboard transferred 4,500 incoming calls to the Adtakers between 7:30 in the morning and 2:00 in the afternoon.



THE *Tribune Bldg. at Madison and Dearborn Sts.*

Purchasing Department

THE Purchasing Department of The Chicago Tribune is called upon for a very broad range of services. It must buy a great variety of supplies for all departments and must in addition supervise the purchase and installation of new machinery. The nature of the newspaper business which demands the unfailing production and distribution of hundreds of thousands of copies every twenty-four hours makes it necessary that the Purchasing Department have all manner of materials and equipment arriving at The Plant as regularly as sunrise.

The Purchasing Department has fifteen employees and buys more than a thousand different commodities each year, valued at approximately $1,400,000. This does not include newsprint or large equipment such as presses. Tribune growth is indicated by the fact that in 1914 the value of purchases was $226,000.

Purchases are initiated by each department's filling out requisitions specifying all possible details concerning the article desired. In ordering equipment the Purchasing Department, wherever possible, asks regular Tribune advertisers to figure, but awards them the business only if their proposition equals that of other bidders.

Purchase orders are written in triplicate; the original retained in the Purchasing Department as a record together with the original requisition and all other data concerning the order; one copy forwarded to the firm from whom the material is purchased; and the other sent to the receiving clerk to check against the goods when received. After receipt of the goods, he returns his copy to the Purchasing Department.

Invoices, as received, are recorded in a visible system book with removable cards; sent to the departments originating the orders for okay, and then to the accounting department, which distributes the charges and pays them.

A large store of information on prices of merchandise is accumulated and kept constantly up-to-date. There is a visible card system of past orders showing firms, prices, special discounts, etc.; and a systematically arranged catalogue file made up of clippings from trade journals, circulars, lists of surplus and second-hand materials, etc. Drawings and blue-prints of all equipment in The Tribune Plant, records of test runs, analyses of materials, reports of investigations—all combine to make the work of this department unusually efficient.

* * *

Many duties, which on some newspapers are assumed by a mechanical superintendent or an efficiency engineer, are taken care of on The Tribune by the Purchasing Department. Typical duties of this kind are regular inspections of all premises and recommendations arising therefrom; laboratory tests of ink, paper, oil, etc.; selling of waste paper, old equipment and dross; purchasing and installation of new equipment; investigation of comparative mechanical systems and operation methods such as revised press layouts, power and heating plants; tests of various fuels; search for improvement in conveyors, tank systems, methods of handling paper; preservation of newspaper files; etc.

* * *

One man employed in the Purchasing Department gives his full time to inspection and laboratory work on all print paper used by The Tribune. He has for his use special equipment for weighing, finding the moisture content and ascertaining the strength of all classes of paper. Daily reports are made comparing the physical qualities of The Tribune with the other Chicago papers. He also watches the handling of the roll paper from the time the cars are unloaded on the railroad siding. Charts are maintained which show daily and monthly figures on newsprint waste and which locate the operations in which waste was made.

Job Shop Kept Busy on Tribune Work

A job printing shop, to handle Tribune work exclusively, is maintained as a part of the Purchasing Department. It has six regular employees but often adds to this number in emergencies. During the past twelve months it has handled more than two thousand jobs, including tags and labels for the Circulation Department, forms for all departments, booklets, color posters for the Circulation Department, form letters, advertising data sheets, and letterheads.

The Medill Council

ORGANIZED originally as the Welfare Committee of The Tribune, the Medill Council, composed of Tribune employes, has undertaken and carried out various movements for welding the organization closer together, bettering working conditions, encouraging athletics, and investigating methods of bonus and insurance payments.

When the Medill Council was organized in February, 1919, its work was laid out along the following general lines:

Health: The recommendation of sanitary and healthful measures, consideration (at present) of the advisability of adding to The Tribune organization a medical and a dental attendant.

Environment: Consideration of safety devices in the mechanical departments, the establishment of rest, recreation, and exercise room, coffee and lunch rooms.

Insurance: Death and accident insurance are now provided for. Health insurance is being considered.

Bonuses: A bonus had been given Tribune workers for several years. The Council investigated methods of bonus payments practiced in other institutions in order to secure the most equitable plan.

Tribune Organizations: Classes for study, musical and dramatic organizations, teams, etc.

One important innovation that was recommended by the Council and approved by the management was the granting of vacations to all Tribune men without reference to their union affiliations. The Medill Council's investigation convinced its members that the men in the mechanical departments needed a rest in vacation time just as much as the men at desks, and it recommended to the management that a uniform vacation plan be put into effect throughout the Plant. On the committee's recommendation the plan was adopted by the Company.

In building the new Plant, every possible safety device in the mechanical departments was installed, so that the employes are protected in every way that modern invention has made possible. Serious accidents are extremely rare in The Tribune mechanical departments.

A nurse and a dentist have been added to The Tribune staff for the benefit of employes. One of the big movements has been the advancement of athletics, and considerable attention has been paid to baseball and to bowling, with all expenses of both leagues paid by The Tribune.

One of the early projects in view was the establishment of a refectory for Tribune women. It was to have been on the eighteenth floor of The Tribune building. This movement resulted in the establishment of the Etaoin Club on the roof of the building, in the quarters formerly used by the Overset Club. The club is managed entirely by the women employes, and nearly 100 girls are served luncheon daily in the beautiful dining room on the roof. All the equipment was provided by The Tribune Company, and the club is now maintained by the women of The Tribune on a self-supporting basis.

In December, 1919, The Tribune completed its Employes Benefit Plan and put into effect the following provisions for disability and insurance:

Sickness Disability Benefits

1. Classification. All employes of the Company shall be classified in four groups, formed according to length of time in the service of the Company, as follows:

Class A—Those in the employ of the Company ten years or more.
Class B—Those in the employ of the Company five years to ten years.
Class C—Those in the employ of the Company one year to five years.
Class D—Those in the employ of the Company less than one year.

2. Payments. In the event of absence on account of sickness the Company will pay to employes in good standing at the time of their sickness:

Employes in Class A, full pay twenty-six weeks, half pay twenty-six weeks.

Employes in Class B, full pay thirteen weeks, half pay thirteen weeks.

Employes in Class C, full pay six weeks, half pay six weeks.

Employes in Class D, only as hereinafter specified.

3. "Full pay" and "half pay," for the purpose of carrying out the provisions of the above paragraph, shall be based on the amount payable for the number of hours constituting the employe's normal service, not including overtime.

Benefits

4. It is intended that the foregoing allowances are to be cumulated each calendar year, and that successive periods of sickness during any one year shall be counted together as one period, except that any sickness occurring after an employe has been continuously engaged in the performance of duty for twenty-six weeks or more shall be considered as a new sickness and not as part of any disability which preceded such period of twenty-six weeks.

5. Accidents suffered outside the performance of duty are to be considered as sickness in computing allowances.

Eligibility

6. Employes in the service of the Company when the plan was put into effect were eligible to these benefits without the requirement of a general physical examination. In the case of employes entering the service of the Company after the date of adoption of this plan, a general physical examination shall be made as prescribed by the Company, in order to entitle such employes to the benefits of this plan, such examination to be made for the purpose of preventing the employment of persons afflicted with communicable diseases, and to bring to the applicant's attention any serious constitutional or other disorders which interfere with his or her efficiency in the performance of the work for which application is made.

7. In the event that such applicant does not submit to a physical examination, no benefit payments shall be

made in the event of sickness during his subsequent employment.

8. Employes shall be removed from the regular pay roll on the eighth day of absence on account of sickness, and payments herein provided for shall be made on a "Sickness Disability Benefit" pay roll. Payment for the first week, or any part thereof, shall be made upon recommendation of the foreman or manager of the department in which the person is employed, at the discretion of the Company.

How to Secure Benefits

9. Application for the allowance of benefit payments shall be made by the employe or by some proper person on his behalf. In special cases where immediate relief is required, suitable arrangements may be made upon the recommendation of the head of the department in which the applicant is employed.

10. Special cases where the period in which the benefits are provided is not adequate to meet the situation may be investigated by the Medill Council, and handled at the Company's discretion in accordance with their individual merits, upon the recommendation of the head of the department in which the person is employed.

11. The Company will provide a competent medical investigator, to whom notice shall be immediately sent by each department head in the event of any disability of an employe in his department which would entitle said employe to allowances under this plan. This investigator shall make a prompt investigation of each case, and in the event that any modification of the plan of payments provided for herein appears to him expedient, shall make such suggestions as he may think proper to the Medill Council. No payments shall be made in the way of allowances under this plan without the approval of the investigator and the head of the department where the applicant is employed.

12. Payments. In the event of disability, either total or partial, due to injury suffered in the course of employment, it is the general policy of the Company that the

employe shall receive full pay, not including overtime, for the entire period of his total disability, with a maximum limit equal to the death benefit paid in the event of injury, without regard to length of service, except that no benefits paid under this plan shall be in excess of the difference between payments provided by the Employers' Liability Act in force in the state of Illinois and the employe's normal full pay, not including overtime, for the period of disability.

13. In the event of partial disability, an employe, in order to receive the benefits provided by this plan, must place his services at the disposal of the Company for employment in such capacity as the Company may find most advantageous, at such time as the Company's Medical Investigator shall determine that he may return to work.

14. The investigation of accident disability cases shall be handled in the manner indicated for sickness disability cases.

Death Benefits

15. Insurance. The Company will at its own expense insure the life of each Tribune Company employe upon the completion of five years' continuous service with the Company for an amount equal to the salary or wages paid during the twelve months immediately prior to the ending of such five years' continuous service, with a fixed maximum amount in each case of One Thousand Dollars ($1,000).

16. The insurance provided for in the paragraph immediately preceding is payable in addition to all benefits to which the employe is entitled under the Workmen's Compensation Act of this state, and also in addition to any insurance carried by the employe individually.

Sections 17 to 26 provide with great particularity that a disabled employe must report his disability without delay; and that death or disability due to intoxication or any other of several causes named shall not confer any rights under the plan.

Pensions Entirely Financed by Company

The pension plan is another movement for employe welfare. The pension fund is in charge of a board which consists of the president of the board of directors of The Tribune, one director, and a Tribune employe. This board is empowered to make rules for the efficient administration of the pension fund and to control the payment of pension allowances. It may authorize the payment of a pension to any retired employe on the following basis:

(a) All employes of this Company engaged in any capacity are eligible to pensions as hereinafter stated.

(b) All employes who shall have reached the age of 55 years and have been fifteen or more years in the service, may at the discretion of the Pension Board be retired from active service and become eligible to a pension.

(c) All employes who have been twenty or more years in the service may, at their own request, be retired at the age of 60 on the first day of the calendar month following that in which they shall have attained said age, unless, at the discretion of the Pension Board, some later date be fixed for such retirement. Persons occupying executive positions are exempt from maximum age limit.

(d) All employes who have been thirty years in the employ of the Company may, in case of disability, be retired upon a pension, irrespective of their age at the time of retirement.

The amount of the pension is fixed as follows: For each year of active service an allowance of two per cent of the average annual pay during the ten years next preceding retirement. But no pension shall exceed $100 per month, nor be less than $18 per month.

Pensions are to be paid monthly and the Pension Board may, in its discretion, continue the payments for a limited time to the widows and orphans of pensioners.

In addition to all the above, financed entirely by The Tribune Company, Tribune employes have two voluntary organizations of their own which are fostered by the management.

Building and Loan Association Formed

The Dearborn Mutual Benefit Association is an insurance and loan organization into which several hundred men and women pay weekly dues. It pays a death benefit of $500 on the death of any member. A week before Christmas all funds are distributed to members and they usually find that their money has earned from 10% to 12%. At New Year's the association reorganizes for another 50 weeks.

The Medill Building and Loan Association is being organized in June, 1922, for the benefit of employes.

THE TRIB

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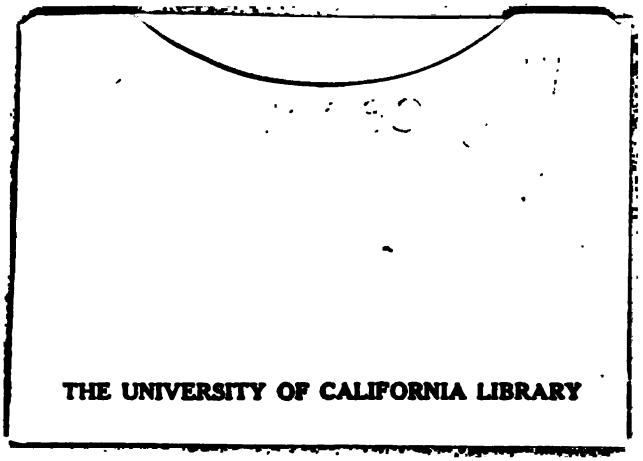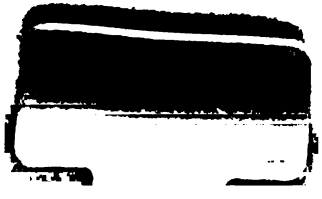
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